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# The Influence of Occupational Stress, Work-Life Balance, Perception of Organizational Support to Turnover Intention

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ABSTRACT

The increasing number of Generation Z employees with unique characteristics presents a new challenge for companies in retaining their workforce. The high Turnover Intention among this generation can lead to significant organizational losses if not addressed properly. Therefore, a deeper understanding is needed regarding the factors influencing Turnover Intention, including job stress, work-life balance, and perceived organizational support, with job satisfaction as a mediating variable. This study aims to analyze the effects of job stress, work-life balance, and perceived organizational support on Turnover Intention, mediated by job satisfaction, among Generation Z employees in a footwear manufacturing company in Tangerang. A quantitative approach was used with the SEM-PLS method, involving 185 permanent Generation Z employees as respondents. The results show that job stress positively affects Turnover Intention, while work-life balance and job satisfaction negatively influence it. Furthermore, job satisfaction was found to mediate the relationship between the independent variables and Turnover Intention. This study recommends that future research include additional variables such as organizational commitment, organizational culture, communication, and employee engagement, using a longitudinal design and combining qualitative and quantitative methods.

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## 1. Introduction

The component that plays an important role in every organization or company in terms of influencing the progress and growth of the company is Human Resources (HR) (Vanderson *et al*., 2024). So optimal HR management is needed to ensure sustainable company growth (Basuki, 2023) and this requires the company to be able to manage HR effectively to obtain quality HR. The better the quality of Human Resources, the easier it will be to face changes and existing problems (Susan, 2019). Amidst these changes, new employees, especially Gen Z, are emerging as a workforce with different characteristics and values (Karolina & Saryatmo, 2024). The population in Indonesia based on data from the Badan Pusat Statistika (2024) reached 281 million people, with the majority of the productive age group between 15 and 64 years. There are varying consequences of having a high productive age group including beneficial consequences and detrimental consequences. Population

growth has a positive effect in the form of increasing the Indonesian economy, having high innovation, and producing a workforce with a high level of productivity. However, the negative effect is the tight job competition due to the high number of the workforce (Manggala & Siswanto, 2024). Gen Z is a young group classified as a productive age at this time, Gen Z, a group born between 1997 and 2012, is the successor to the millennial generation (Vanderson *et al*., 2024).

It is important to consider the desire to hire employees from Gen Z because of their tendency to often feel uncomfortable and dissatisfied (Manggala & Siswanto, 2024). According to Rahman (2020), he explained that the level of employee Turnover Intention can be measured in ways such as postponing tasks, hoping to get a new job, wanting to resign, and actively looking for work.. One of the main challenges faced is the desire to move employees, especially for Gen Z, who have a tendency to actively change jobs (Manggala & Siswanto, 2024). Based on research data from Deloitte (2022), many resignations were made by Gen Z, 40% of those aged 20 to 24 years left the company. Furthermore, as reported by Goodstats (2024), it explains why 69% of Gen Z workers intend to leave their current positions. Both phenomena indicate that Gen Z employees have a strong tendency to leave their jobs. As a result, the company will suffer losses if this problem is not fixed because it has to spend money to find replacements when Gen Z workers leave. In the research of Halim & Antolis (2021), there are several reasons why employees choose to move jobs, namely occupational stress, job satisfaction, and work-life balance.

In the scope of work, in addition to the problem of employee Turnover Intentions, stress is a major issue of concern because it has become part of employee life and it is difficult to avoid stress from work (Ardianto & Bukhori, 2021). Occupational stress is a psychological process caused by physical demands or psychological pressure experienced by workers, which causes tension, unstable emotions, worry, and unhappiness in doing work (Hsu, 2019). Along with the level of stress they experience at work, employees' motivation and physical abilities will decrease (Üngüren *et al.*, 2024). Reducing stress caused by workload can reduce employees' desire to leave work (Chen *et al*., 2021). Work-life balance is one of the factors that is often associated with the desire to leave a job, an imbalance between personal life and work can lead to job dissatisfaction and a desire to leave a job (Hadun & Perkasa, 2025). Work-life balance is a division of time for an individual between work life and personal life that must be prioritized (Praditya & Irbayuni, 2022). According to research by Fayyazi & Aslani (2015), excessive workload not only affects a person's life in their workplace, but also their life outside of their work. Ultimately, excessive workload causes work-life imbalance, which is characterized by decreased organizational performance due to changes in employee attitudes and behavior. So that employees no longer care about the quality of service they provide (Meintjes, 2019).

Job satisfaction related to job criteria, work environment, support, and motivation will affect employee performance and productivity (Yanuar *et al*., 2019). The condition of employee dissatisfaction that causes tension can affect the employee's thoughts to look for another job or leave the company (Jaya & Widiastini, 2021). If employees are satisfied with their jobs, they will not leave the company (Ladelsky & Lee, 2023). In addition to job satisfaction, perceptions of organizational support also influence employees' intentions to change jobs. Korompis *et al*. (2024) argues that to prevent high Turnover Intentions, companies must provide attention and support to their employees so that they feel satisfied with what they receive from the company, so that they have a positive perception of the company. Real support can be given by the company to employees, such as giving awards for the performance that has been achieved by the employee. With this award, employees will feel more attached to the company (Eisenberger *et al*., 2020).

There have been previous studies on occupational stress factors, work-life balance, job satisfaction, and Turnover Intention, where the degree of employee Turnover Intention is influenced by work-life balance, job satisfaction, and job stress (Adriano & Callaghan, 2020; Gautam et al., 2024; Jayamanne & Kaluarachchige, 2024; Maharani & Tamara, 2024). So it can be concluded that job satisfaction is a mediating variable between Turnover Intention and perceived organizational support (S. Ganji et al., 2021; Yakut & Kara, 2022; Zamanan et al., 2020). Research on Turnover Intentions employees has previously been conducted by (Maharani & Tamara, 2024), but the study only looked at its relationship with work-life balance, job satisfaction, and job stress. In this study, there is an addition of a new variable in the form of perceived organizational support, where employee Turnover Intentions are influenced by perceived organizational support. If employees feel

that the organization is less attentive and does not care about employee welfare, and the organization is less supportive of employees, it will affect job satisfaction, and this makes employees look for other better job opportunities (Ganji *et al*., 2021) In addition, in this study, the variable of perceived organizational support was added to see its effect on the variable of employee Turnover Intention with job satisfaction as the mediator. So far, exploration of employee Turnover Intention has been more concentrated in the public service sector (Maharani & Tamara, 2024). In this study, it will be conducted in the shoe manufacturing industry sector.

The purpose of this research is to complement and provide knowledge about the influence of occupational stress., Work Life Balance and Perception of Organizational Support On Turnover Intention Mediated by Job Satisfaction It is hoped that this research will also provide information and increase employee and organizational or company awareness of the importance of occupational stress., work life balance and perceptions of organizational support for Turnover Intentions which is mediated by the job satisfaction required in the organization.

## 2. Literature Revies

### 2.1. Occupational Stress

According to Riana *et al*. (2022) the definition of occupational stress is pressure within an individual due to his work. Then Okuhara *et al.* (2021) describes the impact of work pressure, namely decreased long-term health, mental and physical tension. Meanwhile, Rozman *et al*. (2019) explains the definition of occupational stress, namely a non-specific psychological reaction that is not normal due to the individual's ability to adapt and job requirements that are not balanced. Another definition of occupational stress according to Yousaf *et al.* (2020) namely the feeling of displeasure or impact felt by the individual. Then Raišienė *et al*. (2023) describes occupational stress as the way workers deal with problems in the workplace, visualizing occupational stress as workers deal with problems in the workplace. Factors causing occupational stress based on opinion of Foti *et al*. (2023), conflict, work environment, and organizational environment due to unclear work requirements. Workplace stress is defined as psychological distress that negatively impacts health when employee resources do not meet the demands of their jobs, especially when there is a lack of workplace control and adequate social support. Role ambiguity is another important element. Role ambiguity describes the ambiguity employees feel about aspects of their roles, such as behaviors, activities, priorities, or requirements that must be met.

### 2.2. Work Life Balance

According to Munyeka (2021) work-life balance means creating and maintaining a supportive and healthy work environment that allows employees to balance their personal and work responsibilities to increase productivity and loyalty. When someone can manage their time well and find a balance between their personal and work life, it is considered a way for employees to live a healthy lifestyle and increase their productivity (Lumunon *et al*., 2019). In work-life balance, an employee or individual tries to create a balance between his personal life and work. However, there are consequences that must be accepted to try to make both conditions balanced, such as physical and psychological fatigue due to continuing to try to make both conditions balanced (Wardani & Firmansyah, 2019).

### 2.3. Perception of Organizational Support

In organizational support theory, if employees feel more support from the organization, they tend to develop more positive attitudes toward the organization. High levels of perceived organizational support are believed to lead to a sense of trust and strong feelings of identification with the company (Rhoades & Eisenberger, 2002). Mulyaningsih & Tanuwijaya (2023) define perceived organizational support as the belief of employees of an organization that the organization has prioritized their prosperity and appreciates their efforts. Islam *et al* (2020) the level of trust that employees have in their company, namely the belief that the company values their efforts and cares about their well-being, is known as perceived organizational support. Strong attention to employee needs, fair remuneration, and employee pride in the company are indicators of organizational support for its employees. The extent to which employees believe that their superiors value their

work and care about their well-being is known as perceived organizational support (Rubel *et al*., 2020).

### 2.4. Job Satisfaction

Robbins & Judge (2022) defines job satisfaction as positive behavior shown by employees in their work, so that there is a tendency for these employees to remain in that position. According to Attallah & Isnowati (2024) job satisfaction is a positive attitude that is formed based on the assessment of the results or rewards received and the expectations that are to be achieved through efforts made to complete the task. In Niguse (2019) research individual feelings that reflect being fulfilled. Aspects of job satisfaction the most frequently studied include company and management, relationships with coworkers, supervision, work environment, benefits, appreciation, promotion opportunities, and type of work (Montuori *et al*., 2022). This dissatisfaction is mainly triggered by the lack of real appreciation, including for employees who work in a good environment but feel that the compensation received does not match their contribution (Sypniewska *et al*., 2023). Job satisfaction is a conscious expression that a person makes regarding a combination of aspects of themselves and their environment that provide a positive picture of their work (Abdullah *et al*., 2020). Because of job satisfaction, a person can behave positively towards his/her job, while a person who is dissatisfied with his/her job will behave negatively (Badriyah *et al*., 2024). It has been conclusively proven that higher levels of employee happiness contribute significantly to improved organizational performance (Butt *et al*., 2020).

### 2.5. Turnover Intention

According to research Achmad & Tanuwijaya (2022) if an employee wants to leave their current company or move to another company of their own choice is called Turnover Intention. In addition, this can be interpreted as a careful determination and a firm tendency to break away from the organization, marking the culmination of a series of individual considerations related to the process of identity evolution in the scope of work (Astuti & Helmi, 2021). The Turnover Intentionjobs, which is an early sign of employee turnover, can be defined as the possibility of an individual to leave the organization and look for a new job that has a direct impact on the individual's mindset (Lazzari *et al*., 2022). Lack of motivation, perception that the organization supports them, organizational justice, and job satisfaction are some of the reasons why employees leave companies (Orpina *et al*., 2022). A person's desire to change jobs is also influenced by the work environment, background, and surrounding conditions (Zhenjing *et al*., 2022)..

### 2.6. Relationship Job Stress And Turnover Intention

According to the results of Dewi & Sriathi (2019), it was found that employee Turnover Intentions were influenced by job satisfaction and job stress. Likewise with findings of Tetteh *et al*. (2019) showed that how a person acts toward a particular stressor depends partly on their cognitive research toward that stressor. This statement is supported by Lai *et al*. (2022), Maharani & Tamara (2024), Ning *et al*. (2023), Jia *et al*. (2022), Farida *et al*. (2023), and Panuntun & Kurniawan (2024) that employee Turnover Intentions are positively influenced by work-related stress. Employee dissatisfaction with their current role may be the result of a mismatch between job requirements and employee talents, resources, and needs. This mismatch can motivate people to change jobs. The following is how the hypothesis development is formulated, taking into account the many factors mentioned above:

*H1 : Occupational stress has a positive effect on the Turnover Intention*

### 2.7. Relationship Work Life Balance and Turnover Intention

Work-life balance can impact employee job satisfaction and Turnover Intentionbecause they believe they have significant control over their time at work and their personal life (Nasir *et al*., 2023). According to research by Nurhidayati & Dini (2023), work-life balance negatively influences employee Turnover Intentions. Another meaning is that employees are less likely to choose to quit if they believe that their professional and personal lives are balanced. In addition, this is consistent with research conducted by Maharani & Tamara (2024), Saufi *et al*. (2023), Yu *et al.* (2022), Kabir & Tirno (2021), Hardiani *et al*. (2022), Farida *et al*. (2023), Pantouw *et al*. ( 2022), and Sari *et al*. (2024) that Turnover Intentions are negatively influenced by work-life balance. Based on the above, the following is the formulation of the hypothesis:

*H2 : work life balance negatively affect Turnover Intention*

### 2.8. Relationship Perceived Organizational Support and Turnover Intention

Factors that influence a worker's Turnover Intention are perceptions of organizational support. If the company prioritizes employee health, their desire to leave their jobs tends to decrease (Rozana & Dwiyanti, 2022). Cicek *et al* (2021) showed that perceptions of organizational support can act as boundary conditions by increasing or decreasing the degree or extent to which organizational cynicism influences employee Turnover Intentions.. In Jing & Yan (2022) research, it was found that the more support an organization provides to an employee, the less likely they are to look for another job and leave the organization. This is also in accordance with research conducted by Satardien *et al*. (2019), Ganji *et al.* (2021), Ganji *et al*. (2020), Takaya *et al*. (2020), Eisenberger *et al*. (2020) and Korompis *et al.* (2024) showed that perceptions of organizational support negatively affect employee Turnover Intentions. Based on the above points, the formulation of the hypothesis development is as follows:

*H3: Perception of organizational support negatively impact Turnover Intentions*

### 2.9. Relationship Job Satisfaction and Turnover Intention

According to Eliyana *et al.* (2019) research have shown a relationship between job satisfaction and a number of organizational and personal outcomes. The relationship between employee Turnover Intentions and job satisfaction has been the focus of several theories and studies. On the other hand, employee Turnover Intentions were significantly negatively correlated with job satisfaction, and employee Turnover Intentions were also found to be significantly negatively correlated with overall job satisfaction (Alam & Asim, 2019). Based on the findings Chen *et al*. (2023) employee desire to leave a company is related to job satisfaction. Employees who are happy with their jobs tend not to plan to leave the company. Likewise, a study conducted by Alam & Asim (2019) proved that job dissatisfaction is a cause of resignation. And according to research conducted by Nguyen *et al*. (2020), Zamanan *et al.* (2020), Ning *et al*. (2023), Hafeez & Moosa (2019), Dodanwala & Santoso (2022), dan Li *et al*. (2019) found that Turnover Intention is significantly negatively influenced by job satisfaction. Because employees are less likely to intend to leave their jobs when they are more satisfied with their jobs. Based on the above, here is the formulation of the hypothesis development:

*H4 : Job satisfaction has a negative effect on the Turnover Intention*

### 2.10. Relationship Occupational Stress and Job Satisfaction

According to Ji *et al.* (2024) job satisfaction and job stress are interrelated. Maharani & Tamara (2024) study found that stress at work affects job satisfaction.. As a result, unmanaged stress can turn into pressure, which reduces the level of individual satisfaction. And according to research conducted by Goswami & Dsilva (2019), Setati (2023), Xie *et al.* (2021), Gumasing & Ilo (2023) Panuntun & Kurniawan (2024) and Nurhidayati & Dini (2023) stated that low stress levels will significantly affect the achievement of high employee job satisfaction, meaning that occupational stress has a significant negative effect on job satisfaction. Based on the above, the formulation of the hypothesis development is as follows:

*H5: Occupational stress has a negative effect on job satisfaction*

### 2.11. Relationship Work Life Balance and Job Satisfaction

According to Shantha (2019) research an important concept in human resource management (HR) is work-life balance. Because it is very important for employees in every company. Factors that can cause work-life balance include parental demands on their personal and work lives, lack of family support, difficulty completing assigned tasks, type of work schedule given, lack of employees who build work-life balance and employee Turnover Intention, conflicts at home and work, health problems, stress and workload, and leave (Jaharuddin & Zainol, 2019). When work and personal life are balanced, people tend to be more satisfied with their jobs (Acharya & Padmavathy, 2023). Based on the findings of Nurdin & Rohaeni (2020) higher levels of job satisfaction are related to work-life balance. In the research of Munyeka & Ngobeni (2022) that women experience higher levels of stress because of their overlapping roles between their personal and professional lives. This is in accordance with the research of Maharani & Tamara (2024), Susanto *et al.* (2022), Waworuntu *et al.*

(2022), George & Sreedharan (2023) and Nurhidayati & Dini (2023) emphasized work-life balance. Based on the above, the following is how the hypothesis development is formulated:

*H6 :Work life balance has a positive effect on job satisfaction*

**2.12.Relationship Perceived Organizational Support and Job Satisfaction**

Perceived organizational support refers to employees' perceptions that the organization values their efforts and considers their well-being. This includes providing knowledge, training, and other resources to employees in addition to recognition and moral support (Varma & Chavan, 2020). Based on Study of Ganji *et al*. (2021), Nia *et al*. (2021), Sokro *et al*. (2021), Mascarenhas *et al*. (2022) dan Sharif *et al*. (2021) perception of organizational support has a positive effect on employee Turnover Intentions, this shows that employees who consider their organization as supportive are more likely to have job satisfaction.. Based on the above points, the formulation of the hypothesis development is as follows:

*H7:Perception of organizational support has a positive effect on job satisfaction*

**2.13. Job Satisfaction as a mediating of Occupational stress and Turnover Intention**

Stressed employees may exhibit a variety of symptoms, including difficulty concentrating, decreased appetite, lack of enthusiasm, and difficulty interacting with others (Mofatteh, 2020). Organizations must find ways to address employee occupational stress, as occupational stress will have an impact on high employee Turnover Intentions (Freitas *et al*., 2023). According to research by Maharani & Tamara (2024), occupational stress and the desire to leave will arise due to the existence of a smaller job satisfaction mechanism. The desire to change jobs and occupational stress will have a significant impact if job satisfaction acts as a mediator. This statement is supported by Ramlah *et al.* (2021), Li *et al.* (2021), and Panuntun & Kurniawan (2024) that occupational stress positively influences employee Turnover Intentions through the mediation of job satisfaction. Based on the above points, the formulation of the hypothesis development is as follows:

*H8 : Job Stress influential positive towards Turnover Intention through job satisfaction as a mediating variable*

**2.14. Job Satisfaction as a Mediating of Work Life Balance and Turnover Intention**

A study conducted by Sismawati & Lataruva (2020) found that job satisfaction can disrupt the relationship between work-life balance and Turnover Intentions. In other words, employees' perceptions of their job satisfaction can have an impact on the relationship between their work-life balance and Turnover Intentions. According to research by Lebang & Ardiyanti (2021), companies must be able to improve the quality of life of their employees because if an employee feels appreciated or understood by the company, they will find balance and feel satisfied with what they do at work. However, research by Gadzali (2020) found that job satisfaction partially mediated the relationship between work-life balance and Turnover Intention. According to research by Maharani & Tamara (2024), Fiernaningsih *et al*. (2019), Sismawati & Lataruva (2020), and Nurhidayati & Dini (2023) stated that there is a significant negative role of job satisfaction in mediating work life balance And employee Turnover Intention. Based on the above, the formulation of the hypothesis development is as follows:

*H9:Work Life Balance influential Negative on Turnover Intention through Job Satisfaction as a mediating variable*

**2.15.Job Satisfaction as a Mediating of Perception Organizational Support and Turnover Intention**

According to Nassani *et al* (2023) found that there is a relationship between perceived organizational support and Turnover Intentions, and that this relationship is mediated by job satisfaction. According to research by Ganji & Johnson (2020) and Sharif *et al.* (2021) showed that job satisfaction plays a mediating function in the relationship between perceived organizational support and job satisfaction. and employee Turnover Intentions. And according to research conducted by Li *et al*. (2020), Ganji *et al*. (2021) and Yakut & Kara (2021)Based on several things above, the formulation of the hypothesis development is as follows:

*H10:Perception of Organizational Support influential Negative on Turnover Intention through Job Satisfaction as a mediating variable*

Based on the development of the hypothesis formulation as presented above, the Research Model/Framework can be described as follows:

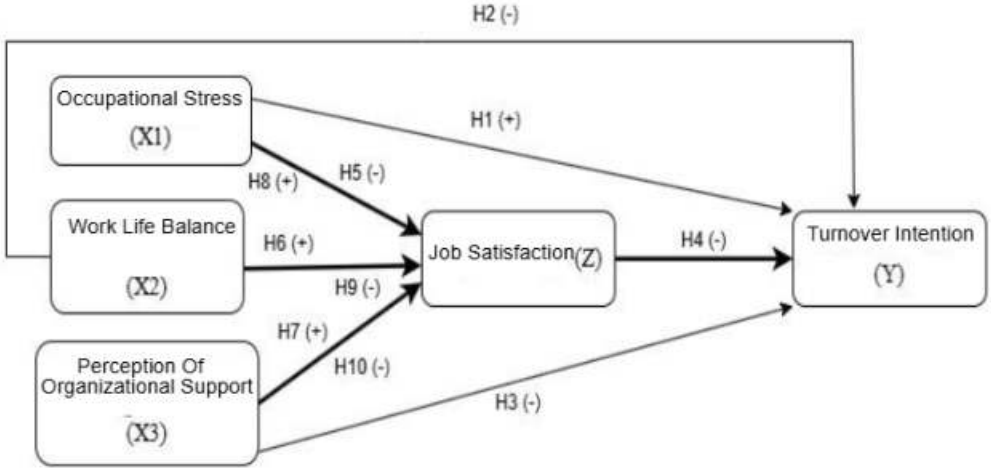


**Fig 1.** Research Model/Framework

## 3. Research Method

There are five variables implemented in the research, namely occupational stress (X1), work-life balance (X2), perception of organizational support (X3) as variables. exogenous, Turnover Intention(AND) as a variable Indo-European And job satisfaction (Z) as a variable mediation. The type of research is quantitative. The current study discusses deductive research with a quantitative method approach to understand and analyze the hypothesized relationship. The population in this study were permanent Generation Z employees who worked in a shoe manufacturing company living in the Tangerang area who formed the population studied. The research sample was selected using the technique of purposive sampling, which involves considering certain factors (Sugiyono & Puji, 2021). The characteristics of the respondent data in this study are Gen Z who have worked for at least 1 year and have permanent employee status at a shoe manufacturing company in Tangerang. This criterion is set so that respondents have sufficient work experience to provide an objective assessment of occupational stress, work-life balance, perceptions of organizational support, and job satisfaction mediated by Turnover Intentions. A minimum work period of one year indicates that respondents have passed the initial adaptation period and understand the dynamics of work in the company. Meanwhile, permanent employee status reflects the stability of the employment relationship, so that the perceptions and Turnover Intentions measured are more relevant and can be scientifically accounted for. Sampling was carried out by multiplying 37 statements multiplied by 5 (Hair et al., 2020) namely there were 185 respondents. The research period was conducted for 3 months (January 2025 to March 2025).

Variable measurement is adopted from previous journals that are relevant to the method. survey data retrieval using application Google Form which can be accessed online. Measurement of occupational stress variables that were developed by Yoo (2023) and Wongsuwan et al. (2023) consists of 4 statement items. Measurement of work-life balance variables that were developed by Jayaraman et al. (2023) consists of 8 question items. Measurement of the variable of perception of organizational support which was developed by Rudnák et al. (2022) consists of 8 question items. Measurement of job satisfaction variables that were developed by Jayaraman et al. (2023) dnd Wongsuwan et al. (2023) consists of 10 question items. Measurement of Turnover Intention variables which was once developed by Ma et al. (2021) and Murray & Holmes (2021) consists of 7 question items. Each characteristic is measured using a five-point Likert scale, with 1 indicating "strongly disagree" and 5 indicating "strongly agree."

Method Structural Equation Model(SEM) is used as a data analysis technique, software SPSS 26 and Smart-PLS 4.0 were chosen as tools for processing and analyzing data. The SPSS 26 program was used by researchers to test validity and reliability. Measurement Kaiser Meyer Olkin(KMO) and Measure of Sampling Adequacy(MSA) is used as the basis for testing validity. Factor analysis can be said to be

appropriate, the results of KMO and MSA measurements are above 0.5. While the measurement value cronbach's alpha used as a measure of reliability, measurement results that are close to the number 1 indicate that the test reliability is done well (Hair et al., 2021). The PLS-SEM analysis method is used as a data analysis technique, to test the research hypothesis where in analyzing the data there are two stages, the first is evaluating the measurement model.(outer model).Evaluation of the measurement model is carried out by testing Convergent Validity, Discriminant Validity and reliability of all latent variables. Test Convergent Validity(convergent validity) with standard values outer loading > 0.70, and Average Variance Extraded (AVE) with a value > 0.50 (Hair et al., 2021). Then the test was carried out Discriminant Validity (discriminant validity) by looking at the square root value of AVE. Then for reliability on the questionnaire data, with the condition that it is reliable if the value of Composite Reliability (CR) and Cronbach's Alpha (CA) > 0,70 (Hair et al., 2021). The next stage is the second stage, namely the evaluation of the structural model.(Inner model)to test the suitability of the data with the model and hypothesis testing. In the evaluation of the coefficient of determination (R2), if the R2 value > 0.67inner model This means strong, 0.33 – 0.67 means moderate, while < 0.33 means weak ((Cui et al., 2023). Testing the Fit model by looking at the SRMR standard, the model is said to be Fit if SRMR < 0.1. Hypothesis testing is seen by comparing the values T-statistic with T-table. When the value T-statistic > T-table(1.65), then it can be stated as accepted or proven (Hair et al., 2021). SEM is a specific causal structure between a set of latent variables and a set of observable variables. Hypothesis testing is carried out by considering the value t-value according to (Hair et al., 2021) the hypothesis is accepted if the value t-value < 0.05 and t-value 1.65 significance level 5%.

## 4. Result and Discussion

Based on the results of data collection from 208 research respondents, the data successfully collected regarding gender showed that as many as 55.8% (116) respondents were female, while the remaining 44.2% (92) were male. In the age range category, the majority of them were between 17 and 27 years old. The distribution of respondents' ages for 17-19 years was 46 people (22.1%), 20-23 years 48 people (23.1%), and 24-27 years old as many as 114 people (54.8%). In the last education for SMA/Equivalent as many as 49 people (23.6%), D3 as many as 37 people or 17.8% and D4/S1 as many as 122 people (58.7%). In the category of length of service working >1-2 years there are 99 people (47.6%), 3-5 years 100 people or 48.1% and 6-9 years there are 9 people or 4.3%. It is known to be domiciled in Tangerang and the profession is a permanent employee in a shoe industry manufacturing company. The respondent profile can be seen in appendix 4 table 8.

Before testing the hypothesis, this study began by conducting a measurement model test to estimate indicators and latent variables. Referring to the methodology proposed by (Hair *et al.*, 2021), construct validity testing includes evaluation *Convergent Validity, Discriminant Validity,* And *Average Variance Extracted (AVE)*by checking the value *outer loading* of each variable indicator. Test results outer *loading* shows that not all statements on each variable have outer *loading*<= 0.7. In the OPS variable there is 1 indicator that is invalid because the value *outer loading*<= 0.7, namely OPS item 2. The number of indicators remaining for further data processing is 37 indicators as shown in Figure 2.

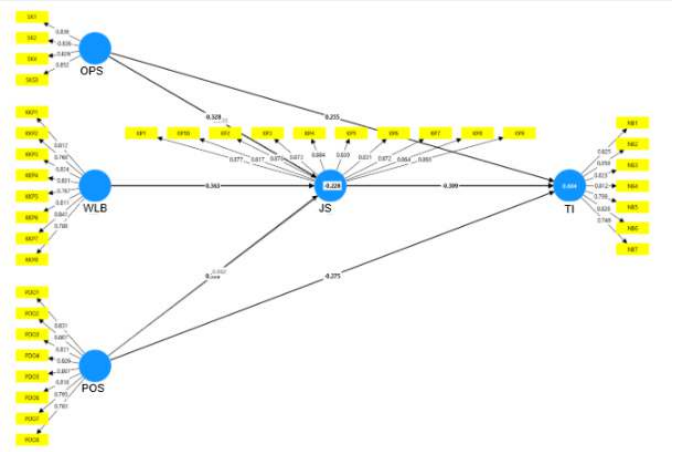


**Figure 2. Results *Output* PLS-SEM**

The next validity test is to test the value*Average Variance Extracted*(AVE) is to test the variance of a variable indicator against its latent variable or construct. In other words, the AVE test is conducted to determine the difference in variance or uniqueness of a variable against another variable by measuring its indicators or forming factors. Value*Average Variance Extracted*(AVE) with the recommended threshold being AVE ≥ 0.50 (Hair *et al.*, 2021). The following are the results of the AVE test:

**Table 1.** ValuesAverage Variance Extracted (AVE)

| Variables | Average Variance Extracted | Information |
|---|---|---|
| Occupational Stress | 0,739 | Valid |
| Work Life Balance | 0,649 | Valid |
| Perception Organizational Support | 0,658 | Valid |
| Job Satisfaction | 0,741 | Valid |
| Turn Over Intention | 0,687 | Valid |

Table 1 shows that AVE has a value of more than 0.5 where the AVE test results of Marketing Occupational stress are 0.739, the AVE test results of Work Life Balance are 0.649, the AVE test results of Perception of Organizational Support are 0.658, the AVE test results of Job Satisfaction are 0.741, and the last is the AVE test results of Turnover Intentions are 0.687. So the AVE test results in this study have acceptable values for each variable.Value of Discriminant Validity can be seen with the value fornell-lacker criterion. Level Discriminant Validity is considered adequate if the AVE value for each construct is greater than the correlation between the other constructs or ...Discriminant Validity > 0,6 (Hair et al., 2021). The calculation results show that this measurement model meets these criteria, confirming acceptable construct reliability and validity. The following are the test results Discriminant Validity:

**Table 2.**Fornell-Lacker Criterion

| | JS | OPS | POS | TI | WLB |
|---|---|---|---|---|---|
| Job Satisfaction | 0,860 | | | | |
| Occupational Stress | -0,445 | 0,860 | | | |
| Perception Organizational Support | 0,434 | -0,174 | 0.811 | | |
| Turnover Intention | -0,673 | 0,511 | -0.510 | 0,829 | |
| Work Life Balance | 0,465 | -0,197 | 0,113 | -0.471 | 0,806 |

Based on Table 2, the correlation value (AVE root) of the Job Satisfaction variable is 0.860, which is greater than the correlation of Job Satisfaction with other variables. The correlation value of the Job Stress variable is 0.860, which is greater than the correlation of Job Stress with other variables. The correlation value of the Perception of Organizational Support variable is 0.811, which is greater than the correlation of Perception of Organizational Support with other variables. The correlation value of Turnover Intention is 0.829, which is greater than the correlation of Turnover Intention with other variables. And the correlation value of the Work-Life Balance variable is 0.806, which is greater than the correlation of Work-Life Balance with other variables.

After that, a construct reliability test analysis was carried out on the research variables using the Internal Consistency method.*(Internal Consistency).*The purpose of this reliability test is to evaluate the reliability of the indicators used in forming each latent variable (Hair *et al*., 2021). Value *Cronbach's Alpha is* a reliability test that measures the lower limit or lowest value of a variable's reliability. The value *Composite Reliability* is a reliability test that measures the actual value of a variable's reliability. The value *Composite Reliability* And *Average Cronbach's Alpha which* reaches or exceeds 0.70 is considered adequate, indicating that the indicators in the construct are reliable and consistent in measuring the same variables (Hair *et al*., 2021). The following table presents the results of the construct reliability test for each variable:

**Table 3.** Reliability Test of Research Variable Constructs

| Variables | Cronbach's Alpha | Composite Reliability | Information |
|---|---|---|---|
| Job Stress | 0,824 | 0,827 | Reliable |
| Work Life Balance | 0,923 | 0,930 | Reliable |
| Perception of Organizational Support | 0,926 | 0,928 | Reliable |
| Job Satisfaction | 0,956 | 0,959 | Reliable |
| Turnover Intention | 0,908 | 0,910 | Reliable |

Based on Table 3, the construct reliability of the variables in this study has met the requirements with a value of Cronbach's Alpha And Composite Reliability> 0.7 according to the recommendations described by latent (Hair et al., 2020). The OS variable (Cronbach's Alpha = 0,824) (Composite Reliability= 0.827) means that the OS variable has a good level of reliability. The value Cronbach's Alpha And Composite Reliability both exceed the recommended threshold, namely Cronbach's Alpha And Composite Reliability > 0,7. WLB variable (Cronbach's Alpha = 0,923) (Composite Reliability= 0.930) means that the WLB variable is considered reliable in measuring work-life balance related to the consistency of the measurement instrument. The POS variable (Cronbach's Alpha = 0,926) (Composite Reliability= 0.928) means that the POS variable shows good reliability with a value of Cronbach's Alpha And Composite Reliability which exceeds the minimum threshold. The JS variable (Cronbach's Alpha = 0,956) (Composite Reliability= 0.959) means that the JS variable is considered reliable in measuring job satisfaction related to the consistency of the measurement instrument. And finally the variable Intention to Turn Over (Cronbach's Alpha = 0,908) (Composite Reliability= 0.910) means that the TI variable has a good level of reliability. The value Cronbach's Alpha And Composite Reliability both exceed the recommended threshold. Next, to evaluate the relationship between constructs, a structural test analysis was carried out which produced a value.R-Square for each equation (Hair et al., 2021). R-Square used to predict outcomes, where the closer it is to 1 the stronger the relationship (Cui et al., 2023). Prediction results using R-Square from this analysis are listed in the following table:

**Table 4.**R Square

| Variables | R Square | R Square Adjusted | Information |
|---|---|---|---|
| Job Satisfaction | 0,457 | 0,449 | Moderate |
| Turnover Intention | 0,614 | 0,607 | Moderate |

Value of determination coefficient (R-Square) for the Job Satisfaction variable is 0.457, which means that about 45% of the variation in Job Satisfaction can be explained by the variables Job Stress, Work Life Balance, and Perception of Organizational Support, the rest is influenced by other factors that were not studied. The coefficient of determination value(R-Square) for the Turnover Intention variable is 0.614, which means that approximately 61% of the variation in Job Stress, Work-Life Balance, Perceived Organizational Support, and Job Satisfaction is influenced by other factors not studied. Next, the Fit model test is the initial step in evaluating the extent to which the path analysis model fits the observation data. The goal is to measure the extent to which the model is able to explain the variation in the data. To test Fit, the SRMR value and the NFI value are used, where the SRMR value is used as an evaluation method to assess the difference in the root mean square value between the observed correlation and the correlation implied in the model. An SRMR value of less than 0.10 is considered appropriate as per the guidelines proposed by (Hair et al., 2021; Hu & Bentler, 1999).. NFI values between 0 – 1 are considered to have acceptable suitability (Bayne et al., 1992). The following are the prediction results using the Fit model test from this analysis listed in the table below:

**Table 5.** Model Fit Test

| Variables | Saturated Model | Estimated Mode |
|---|---|---|
| SRMR | 0,054 | 0,054 |
| NFI | 0,781 | 0,781 |

The Fit test results on the SRMR test show a value of 0.054 indicating that the SRMR value is within acceptable limits. The Fit test results on the NFI test show a value of 0.781 indicating a level of suitability that is still acceptable. Based on the explanation above, the complete results of the hypothesis testing are presented in the following table:

**Table 6.** Hypothesis Testing

| Hypothesis | Hypothesis Statement | Original Sample | t-Statistic (1.65) | p-Values (0.05) | Conclusion |
|---|---|---|---|---|---|
| Hypothesis 1 | Occupational stress has a positive effect on the Turnover Intention | 0,278 | 5,813 | 0,000 | Data Supports Hypothesis |
| Hypothesis 2 | Work life balance negatively affect Turnover Intention | -0,242 | 5,099 | 0,000 | Data Supports Hypothesis |
| Hypothesis 3 | Perception of organizational support negatively impact Turnover Intentions | -0,308 | 6,641 | 0,000 | Data Supports Hypothesis |
| Hypothesis 4 | Job satisfaction negatively impact Turnover Intentions | -0,300 | 5,424 | 0,000 | Data Supports Hypothesis |
| Hypothesis 5 | Occupational stress has a negative effect on job satisfaction | -0,312 | 5,972 | 0,000 | Data Supports Hypothesis |
| Hypothesis 6 | Work life balance has a positive effect on job satisfaction | 0,366 | 7,113 | 0,000 | Data Supports Hypothesis |
| Hypothesis 7 | Perception of organizational support has a positive effect on job satisfaction | 0,327 | 6,368 | 0,000 | Data Supports Hypothesis |
| Hypothesis 8 | Job Stress influential positive towards Turnover Intention through job satisfaction as a mediating variable | 0,093 | 4,219 | 0,000 | Data Supports Hypothesis |
| Hypothesis 9 | Work Life Balance influential Negative on Turnover Intention through Job Satisfaction as a mediating variable | -0,110 | 4,112 | 0,000 | Data Supports Hypothesis |
| Hypothesis 10 | Perception of Organizational Support influential Negative on Turnover Intention through Job Satisfaction as a mediating variable | -0,098 | 3,995 | 0,000 | Data Supports Hypothesis |

A hypothesis is accepted, when the value oft-Value must exceed 1.65 and the value p-Valueless than 0.05 to support the hypothesis used. Based on the value t-Value And p-Value obtained, each hypothesis tested, all meet the established criteria. The SEM results in this study can be seen further in Appendix 5.

This study explores the relationship between Job Stress, Work Life Balance, and Perception of Organizational Support for Turnover Intentions Mediated by Job Satisfaction. Job stress found a positive relationship with Turnover Intention is examined in this study. Job stress is a psychological condition that arises when work demands exceed employee capabilities. Stress that lasts for a long time has many negative impacts physically and mentally, thus affecting attitudes at work. Gen Z employees are not strong in dealing with occupational stress, so they prefer to leave their jobs if they are often stressed in the office. The desire to leave work or move to another place is an impact of prolonged occupational stress. Feelings of fatigue and discomfort with the work environment reduce job satisfaction, which will encourage employees to look for other jobs. Continuous stress can cause burnout, namely a condition of emotional and physical exhaustion that causes employees to lose motivation and work enthusiasm. Burnout This is one of the main factors that encourage employees to consider changing jobs as a solution to reduce the stress they experience. Stress can also reduce performance and worsen social relationships between co workers, creating an unconducive work environment and strengthening employees' desire to seek a healthier and more supportive work atmosphere. Employees who experience high levels of stress usually have hopes of getting positive changes in their working conditions, both in terms of workload, management, and welfare. The Turnover Intention arises as a form of hope to find a job that is more in line with their needs and abilities, so that they can work more comfortably and productively. Employees who experience stress in doing their work are often accompanied by feelings of irritation so that they feel uncomfortable. Conditions that continue and get worse encourage employees to look for new jobs. The results of this study support the study Lai et al., (2022) , Maharani & Tamara, (2024) and Ning et al., (2023) which states that the mismatch between resources and employee needs causes dissatisfaction, thus potentially encouraging employees to intend to move.

This study also found a negative relationship between Work Life Balance and Turnover Intention. A good work-life balance plays a role in reducing Turnover Intention in employees. When employees feel able to manage their time and energy effectively between work and personal life, they tend to feel higher satisfaction and happiness. This satisfaction arises because their basic needs are met in a balanced way, thus reducing the desire to look for another job. In their condition, Gen Z always wants a work-life balance. They will not be strong at work if there is no time for their personal life. A well-maintained balance also helps reduce stress levels and emotional exhaustion(burnout) which often arises due to excessive work pressure. Employees feel calmer and are more likely to stay in the company when stress can be managed. A healthy and supportive work environment is created through a balance between life and work, which allows people to remain productive without sacrificing their personal lives. When having to work overtime with proper working hours will not interfere with personal life. This healthy environment strengthens the employee's bond with the company and further reduces the desire to leave the job. The negative effect of work-life balance on Turnover Intentions is also proven by research Saufi et al., (2023) and Yu et al., (2022). Employees who feel this balance have satisfaction in working, a healthy mentality so that they are loyal to the company.

Perception of organizational support's negative effect on Turnover Intention is proven in this study. Gen Z when getting strong support from the organization, such as attention to welfare, appreciation for contributions, and assistance when facing difficulties, they tend to have higher loyalty and feel appreciated. This condition reduces their desire or intention to leave the company. In other words, the greater the perception of support felt, the smaller the intention to leave because employees feel that their psychological and professional needs are met in the current work environment. Perception of organizational support is an important factor that can influence employee commitment, attitudes and behavior towards the company. Employees who feel supported will show job satisfaction, thereby reducing the desire to leave the company. This study supports research Cicek et al., (2021) , Jing & Yan, (2022) and Satardien et al., (2019) found that the more support an organization provides to an employee, the less likely they are to look for another job and leave the organization.

The hypothesis that job satisfaction negatively influences Turnover Intention can be proven in this study which is in line with research Nguyen et al., (2020) , Zamanan et al., (2020) , Ning et al., (2023) and Hafeez & Moosa, (2019). Employees who are satisfied with their work will be more

psychologically and emotionally attached to the organization, so they view the company as the right place to grow and develop their careers. Employee commitment and loyalty to the company increase through job satisfaction, because dedicated workers tend to feel obligated to stay and support the company. They are better able to tolerate small challenges or problems that arise in their daily work, so that the Turnover Intention is low. Employees who feel appreciated and cared for by the company will strengthen positive relationships with the organization, which ultimately reduces the Turnover Intention. Gen Z who are satisfied with their work feel confident in completing their work, if accompanied by awards and praise from superiors will suppress the Turnover Intention.

Next Occupational stress's negative effect on job satisfaction is proven in this study. High occupational stress causes employees to experience physical and mental stress that interferes with their comfort and work effectiveness, thus reducing the level of job satisfaction. This condition makes employees feel uncomfortable, less motivated, and prone to fatigue or burnout, which then has a negative impact on feelings of satisfaction with work and the work environment. When Gen Z works, occupational stress will arise when the demands of the job exceed the individual's ability to manage it, both physically, mentally, and emotionally, which originates from a heavy workload, conflicts with coworkers or superiors. Employees who experience severe stress tend not to enjoy their work and are more often dissatisfied. Job satisfaction is influenced by perceptions of comfort, support, and appreciation in work that are disrupted by high stress. Therefore, the higher the stress level, the lower the job satisfaction. This study is in line with research Goswami & Dsilva, (2019) , Setati, (2023) , Xie et al., (2021) and Gumasing & Ilo, (2023).

Previous studies Waworuntu et al., (2021) , George & Sreedharan, (2023) and Nurhidayati & Dini, (2023) claimed that, based on the findings of the study, work-life balance increases job satisfaction. A key factor in increasing employee job satisfaction is work-life balance. Achieving work-life balance can reduce conflict between the role of an employee and the role of personal life. When employees do not feel burdened by conflicting demands, they tend to feel more satisfied and comfortable in carrying out their duties. In addition, employees who have enough time for family and personal life will experience increased emotional well-being, which contributes to feelings of happiness and satisfaction in their work. A good work-life balance allows employees to work with full energy and focus, thereby increasing motivation and better performance. Work-life balance not only reduces stress and reduces conflict, but also strengthens employee engagement and performance, all of which contribute to higher job satisfaction. Gen Z when they have sufficient work-life balance at work, they feel that their life is not only dominated by work, they feel that the company provides a balance of life, which is what drives a sense of job satisfaction.

The results of the data test support the hypothesis that Perceived Organizational Support has a positive effect on Job Satisfaction. Employees who receive support from the organization feel that their efforts and contributions are appreciated by the company, so they feel that the work they do is recognized by the company, thus encouraging employee job satisfaction. Perceived organizational support helps reduce the pressure and stress experienced by employees in carrying out their duties, their emotional well-being increases and they are able to face work challenges with a more positive and productive attitude. When employees feel that the organization cares and provides support, their emotional bond to the organization becomes stronger. This high commitment and loyalty also contribute to increased job satisfaction. Perceived organizational support motivates employees to give their best performance, which not only improves the quality and quantity of work results, but also strengthens their job satisfaction. Gen Z who are supported by the organization feel happy and feel appreciated or needed by the company, so they will feel satisfied in their work. The results of this study support the statement Ganji et al., (2021) , Nia et al., (2021) , Sokro et al., (2021) , Mascarenhas et al., (2022) and Sharif et al., (2021) which concludes the perception of organizational support has a positive effect on employee Turnover Intentions, this shows that employees who consider their organization as supportive are more likely to have job satisfaction..

Research Ramlah et al., (2021) , Li et al., (2021) and Panuntun & Kurniawan, 2024) the hypothesis states that job satisfaction plays a positive role in mediating the influence of occupational stress on Turnover Intention is supported in this study. Job satisfaction acts as a mediator that can reduce the negative effects of job stress on Turnover Intention. When employees experience stress, their job satisfaction levels usually decrease, which then increases their Turnover Intention. However, if job satisfaction is maintained despite stress, this can reduce the impact of stress on

Turnover Intention. In other words, high job satisfaction can withstand or reduce the tendency of employees to leave the organization even though they experience job stress. Job satisfaction describes the extent to which employees feel satisfied and enjoy their work. In the Gen Z pattern, when job stress increases, job satisfaction tends to decrease, triggering Turnover Intention. However, if the organization succeeds in maintaining job satisfaction with support, recognition, a positive work environment, and development opportunities, then the effect of stress on Turnover Intention can be minimized.

In this study, job satisfaction has a positive effect in mediating the influence of work stress on Turnover Intentions. When work stress increases and job satisfaction is also relatively still in adequate conditions, then this job satisfaction can affect how work stress drives Turnover Intentions. In some cases, increasing job satisfaction does not completely eliminate the effects of stress but rather acts as a channel or intermediary variable that channels the influence of work stress on Turnover Intentions in a positive direction. Job satisfaction plays an important role in reducing the negative impact of work stress on employee intentions to change jobs. Increasing job satisfaction can be an effective strategy for retaining employees, especially in stressful situations. In the characteristics of Gen Z, existing work stress causes a sense of discomfort that triggers Turnover Intentions, but if employees feel satisfied with their work, this satisfaction will be an inhibitor that reduces the possibility of changing jobs. This means that job satisfaction becomes balanced which suppresses the negative effects of stress on Turnover Intentions. High work stress causes a decrease in job satisfaction. Low job satisfaction then increases Turnover Intention.

The following theory suggests that the impact of work-life balance on Turnover Intentions is partly mediated by job satisfaction. Employees who have a healthy work-life balance are better able to handle the demands of their personal and professional lives, which makes them feel calmer and less stressed and less likely to want to quit their jobs. Employee job satisfaction increases with a healthy work-life balance, which in turn reduces Turnover Intentions. Workers who are happy with their positions usually have a deep emotional connection to the company and find satisfaction and meaning in their work. This makes them choose to stay in their jobs even when facing challenges or pressures. Job satisfaction strengthens the positive effect of work-life balance in reducing employee Turnover Intentions. Companies that want to retain employees not only create a good work-life balance but also increase job satisfaction through improving working conditions, recognition of abilities and achievements, and adequate social support. This approach will create a conducive work environment and motivate employees to stay and grow in the organization. Gen Z, whose work patterns cannot be forced, really wants a work-life balance. A high work-life balance will reduce Turnover Intentions, especially if job satisfaction is felt, it will further reduce Turnover Intentions. The results of this study add to the research that is in line with the studies Maharani & Tamara, (2024) , Fiernaningsih et al., (2019) And Sismawati & Lataruva, (c2020).

Research Ganji & Johnson, (2020) and Sharif et al., (2021) showed that the effect of perceived organizational support on employee Turnover Intention is mediated by job satisfaction, as shown by this study. Workers' opinions about organizational support are influenced by their beliefs that the company values their work and cares about their well-being. Employees who feel supported by the organization tend to be more satisfied with their positions because they feel appreciated and recognized and receive enough help to do their jobs. Job satisfaction is one element that can reduce workers' motivation to quit. If workers are happy, they are less likely to want to quit the company than if they feel unsupported by the organization. Despite experiencing difficulties or pressures, employees who are happy with their positions are less likely to want to quit because they feel more motivated, have a better emotional bond with the company, and consider their work valuable. Companies that want to reduce turnover rates should focus on increasing perceptions of organizational support through effective communication, recognition of achievements, providing adequate facilities and resources, and creating a supportive work environment. Gen Z who always wants to be appreciated and praised, organizational support is very much needed to make them feel needed in the company so as to reduce Turnover Intentions. Perceived job satisfaction also further suppresses the desire to leave.

## 5. Conclusion

This study revealed that job stress, work-life balance, and perceived organizational support have a significant impact on Turnover Intention in the shoe manufacturing industry in Tangerang. All hypotheses that were built were successfully proven and gave significant results. Job stress caused by fatigue and discomfort with the work environment causes reduced job satisfaction which will encourage employees to look for other jobs. The balance between work and personal life creates a sense of comfort and reduces pressure at work which will increase job satisfaction and ultimately reduce Turnover Intention. When employees feel that the organization provides real support through recognition, attention to welfare, and provision of adequate resources, they tend to experience increased job satisfaction. This job satisfaction then reduces Turnover Intention because employees have recognition from the company so that they have a strong emotional attachment to the organization.

There are still a number of shortcomings or limitations in this study that need to be considered for improvement. Additional research is needed to validate these findings across industries and geographic regions, as the findings of this study only apply to Gen Z workers working in shoe manufacturing companies in the Tangerang area. To reduce this bias, it is hoped that further research will use additional techniques such as interviews. The data collected in this study were based solely on completed questionnaires, which are likely influenced by subjective perceptions or personal biases of the respondents. This assessment includes variables of work-life balance, job satisfaction, and job stress. Job stress, work-life balance, and perceived organizational support including primary variables and mediator variables in the form of job satisfaction are the focus of this study. Organizational commitment, organizational culture, organizational communication, employee engagement, and other socioeconomic factors are just a few of the many other factors that can influence an employee's decision to leave their job. Next, it is recommended to use research methods *longitudinal* with a longer time span to obtain a more detailed picture of the factors that influence Turnover Intentions over time. In addition, further research can add other variables such as organizational commitment, organizational culture, organizational communication, and employee engagement so that the understanding of employee decisions to stay or leave the company becomes more holistic. The combination with qualitative methods in the form of focus *group discussion* and in-depth interviews. This approach can explore individual employee experiences and motivations in more depth regarding factors that influence Turnover Intentions.

Managers need to actively manage occupational stress by recognizing sources of stress such as excessive workload, pressure, deadline, and interpersonal conflict, and implementing mental health support programs such as counseling and stress management training. Providing flexibility in working hours and methods, for example remote *working*, is also important to reduce stress and improve work-life balance. In addition, policies that support work-life balance, such as family leave and family support facilities, should be encouraged, especially for employees with large family responsibilities. Organizations need to build a supportive culture with emotional and professional attention, and train direct managers as support agents who provide feedback and help overcome work obstacles. However, it should be noted that inappropriate social support can increase stress and increase employee Turnover Intentions. Overall, job satisfaction is a key mediator linking job stress, work-life balance, and perceived organizational support with Turnover Intentions, so managerial focus should be on improving job satisfaction to reduce Turnover Intentions and increase employee retention.

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