

ENHANCING EMPLOYEE RETENTION: THE ROLE OF WORK-LIFE BALANCE, ORGANIZATIONAL SUPPORT, AND JOB SATISFACTION AMONG MILLENNIALS AND GEN-Z AT BOGASARI FLOUR MILLS SURABAYA

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Abstract: This study examines the impact of work-life balance and organizational support on job satisfaction and employee retention among Millennial and Gen-Z employees at Bogasari Flour Mills Surabaya. Using a quantitative research approach, data were collected through a structured questionnaire distributed to 150 respondents, selected through purposive sampling. The study employs Structural Equation Modeling-Partial Least Squares (SEM-PLS) for data analysis to test the relationships between variables. The findings reveal that both work-life balance and organizational support significantly enhance job satisfaction, which in turn positively influences employee retention. Job satisfaction is identified as the most critical factor affecting retention and serves as a mediating variable in the relationship between work-life balance, organizational support, and employee retention. The study suggests that organizations should implement flexible work policies, increase employee involvement in decision-making, ensure fairness in promotions and compensation, and strengthen supervisory roles to improve job satisfaction and retention. Additionally, clear career development pathways through structured training programs can enhance employees' long-term commitment to the organization. These insights provide valuable implications for human resource management strategies aimed at fostering a supportive and engaging work environment to retain top talent.

Keywords: *Work-life balance, organizational support, job satisfaction, employee retention, human resource management.*

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1. Introduction

In today's competitive business environment, employee retention is crucial for maintaining organizational productivity and efficiency. High employee turnover leads to increased recruitment and training costs and disrupts company operations (Sari & Susanto, 2019). The Society for Human Resource Management reports that replacing an employee can cost up to six to nine months' salary, including job advertisements, selection processes, training, and management time. Moreover, high turnover negatively affects employee morale and motivation, ultimately reducing overall productivity (Harney, 2024). Thus, developing

effective retention strategies is essential for organizational success. This study examines the impact of work-life balance and organizational support on millennial and Gen-Z employee retention through job satisfaction, providing valuable insights for companies facing this challenge.

Work-life balance has gained attention in human resource management literature due to its significant impact on employee well-being. Greenhaus & Beutell define work-life balance as the ability to manage work and personal life demands effectively without compromising either aspect (Anis & Emil, 2022). Employees who achieve this balance experience lower stress, better mental well-being, and higher productivity (Kossek & Kossek, 2014). Furthermore, corporate policies supporting work-life balance, such as flexible work arrangements and remote work options, enhance employee retention (Byrne, 2005).

In addition to work-life balance, organizational support also influences employee retention. Organizational support refers to employees' perceptions of how much their organization values their contributions and cares about their well-being (Eisenberger et al., 1986, cited in (Ni & Wang, 2015)). This support includes emotional encouragement, adequate resources, and employee-friendly policies. Research indicates that positive perceptions of organizational support correlate with higher job satisfaction, organizational commitment, and employee retention (Ni & Wang, 2015). Conversely, a lack of support leads to dissatisfaction, stress, and turnover intentions (Shore & Tetrick, 1991). Therefore, organizations must foster a supportive work environment to retain talented employees.

Millennials (born 1981-1996) and Gen-Z employees (born after 1996) exhibit distinct workplace expectations compared to previous generations. They prioritize flexibility, rapid career growth, and meaningful work (Twenge et al., 2010). Additionally, they seek organizations that support their overall well-being (Schroth, 2019). (Lyons & Kuron, 2014) found that work-life balance and organizational support are critical factors for retaining these employees. Without effective strategies to meet these expectations, companies risk losing top talent to competitors offering more responsive workplace environments.

Job satisfaction directly influences employee performance and retention. Locke (1976, cited in Assiri et al. (2020) defines job satisfaction as an individual's contentment with their work, encompassing job tasks, work environment, salary, and relationships with colleagues and supervisors. Studies show a positive correlation between job satisfaction, organizational commitment, and motivation, ultimately enhancing productivity and reducing turnover intentions (Judge et al., 2001). Furthermore, job satisfaction mediates the relationship between work-life balance, organizational support, and retention. Employees who feel satisfied with their jobs are more likely to experience work-life balance and perceive organizational support, increasing their loyalty to the company (Kim et al., 2017).

Bogasari Flour Mills Surabaya, a leading Indonesian flour producer, faces challenges in retaining millennial and Gen-Z employees. Company data reveal a rising turnover trend among these groups, underscoring the need for improved human resource strategies. Given the local context, this study focuses on Bogasari Flour Mills Surabaya to develop effective retention policies. By examining work-life balance and organizational support's impact on job satisfaction and retention, this research aims to provide actionable insights for addressing employee retention challenges.

Previous research has established the significance of work-life balance and organizational support in enhancing job satisfaction and retention. Haar et al. (2014) found a strong positive correlation between work-life balance, job satisfaction, and organizational commitment across multiple industries and countries. Ni & Wang (2015) emphasized that perceived organizational

support significantly improves job satisfaction and reduces turnover intentions. Karatepe (2015) further demonstrated that organizational support enhances employee performance, subsequently reducing turnover.

This study is highly relevant due to workforce demographic shifts and evolving employee expectations. Millennials and Gen-Z now dominate the labor market, valuing work-life balance and organizational support as key retention factors. Deloitte (2019) reported that 43% of millennials and 61% of Gen-Z employees plan to leave their jobs within two years if they lack organizational support for work-life balance. Understanding these dynamics is critical for companies seeking to remain competitive.

Moreover, this study fills a research gap by providing insights specific to Bogasari Flour Mills Surabaya. While most prior research has focused on the service or technology industries, in-depth studies on the manufacturing sector in Indonesia remain limited. By exploring the impact of work-life balance and organizational support on retention in this context, the research enriches academic literature and offers practical recommendations for businesses. The findings aim to help Bogasari Flour Mills Surabaya formulate effective strategies to enhance job satisfaction and retention, ultimately contributing to organizational performance and sustainability.

Research framework

Employee retention is a critical issue in human resource management, especially in industries facing high turnover rates. Research has extensively examined factors influencing retention, with work-life balance and organizational support emerging as significant determinants. These factors influence job satisfaction, which subsequently impacts employees' intention to remain with an organization (Haar et al., 2014).

Work-life balance refers to an individual's ability to effectively manage work and personal responsibilities. (Greenhaus & Beutell, 1985) define it as the equilibrium between job demands and personal life, ensuring minimal conflict between the two domains. Employees experiencing higher work-life balance report lower stress, improved well-being, and increased job satisfaction (Kossek & Kossek, 2014). Organizational policies such as flexible working arrangements and remote work options contribute positively to this balance, enhancing retention rates (Byrne, 2005).

Organizational support is another key determinant of employee retention. Eisenberger describe it as employees' perception of how much their organization values their contributions and well-being. Companies that provide supportive environments through career development programs, fair compensation, and employee recognition cultivate higher job satisfaction and commitment (Ni & Wang, 2015). A lack of organizational support can lead to dissatisfaction and increased turnover intentions (Shore & Tetrick, 1991).

The relationship between work-life balance, organizational support, and job satisfaction is particularly relevant for Millennials and Gen-Z employees. These generations prioritize flexibility, meaningful work, and well-being (Twenge et al., 2010). Studies indicate that job satisfaction mediates the relationship between work-life balance, organizational support, and employee retention (Judge et al., 2001). Thus, companies must align their HR policies with employees' evolving expectations to enhance retention.

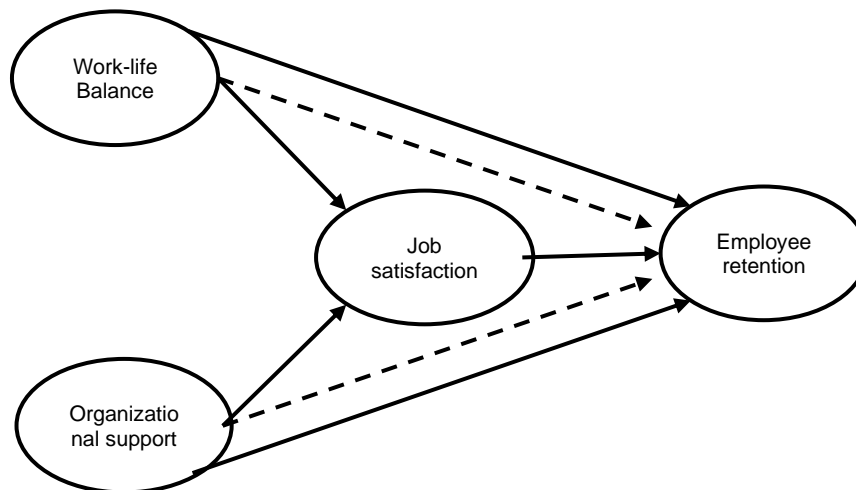


Figure 1. Research framework

This study examines the impact of work-life balance and organizational support on employee retention, mediated by job satisfaction. The following hypotheses are proposed:

- H1: Work-life balance positively influences job satisfaction.
- H2: Organizational support positively influences job satisfaction.
- H3: Work-life balance positively influences employee retention.
- H4: Organizational support positively influences employee retention.
- H5: Job satisfaction positively influences employee retention.
- H6: Work-life balance positively influences employee retention through job satisfaction.
- H7: Organizational support positively influences employee retention through job satisfaction.

2. Research Method

This study employs a quantitative research approach using a survey method to examine the relationship between work-life balance, organizational support, job satisfaction, and employee retention. A cross-sectional research design is applied, allowing data collection at a single point in time to analyze the proposed hypotheses.

The target population consists of employees working in various industries with high turnover rates. The sampling technique employed is purposive sampling, selecting respondents based on specific criteria, including full-time employment status and a minimum tenure of one year. A total of 300 respondents will be surveyed to ensure adequate representation and statistical reliability.

Primary data will be collected using an online questionnaire, which consists of structured questions measuring the study variables. The questionnaire is divided into sections covering demographic information and key constructs measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

This study examines the influence of work-life balance and organizational support on employee retention, with job satisfaction as a mediating variable. Employee retention, as the dependent variable, refers to an organization's ability to retain employees long-term, assessed through organizational components, career opportunities, rewards, job design, and employee relationships (Mathis & Jackson, 2011). The first independent variable, work-life balance, represents an individual's ability to balance work and personal life and is measured using indicators such as time balance, involvement balance, satisfaction balance, and stress balance (Haar, 2014). The second independent variable, organizational support, reflects employees'

perceptions of their organization's care and appreciation for their contributions, encompassing aspects such as recognition, well-being consideration, emotional and instrumental support, trust, fairness, and involvement in decision-making (Kurtessis et al., 2017). Job satisfaction, the mediating variable, pertains to employees' satisfaction with various job aspects, including the nature of work, salary, promotion opportunities, supervision, coworkers, working conditions, and company policies (Mathis & Jackson, 2011).

Structural Equation Modeling-Partial Least Squares (SEM-PLS) will be employed to analyze the relationships among variables. This method is chosen due to its robustness in handling complex relationships and its ability to assess both direct and indirect effects. Descriptive statistics will also be used to summarize demographic data and key variables.

3. Results and Discussion

3.1. Results

Respondent Characteristics

The respondents of this study primarily fall within the age range of 25–30 years (40%), followed by those aged 31–35 years (35%) and those under 28 years (25%). In terms of gender distribution, female respondents constitute the majority at 55%, while male respondents account for 45%. Regarding the highest level of education attained, most respondents (50%) hold a high school (SMA/SMK) diploma, followed by bachelor's degree (S1) holders at 35%, postgraduate (S2/S3) degree holders at 10%, and diploma holders at 5%. The length of employment at PT. Bogasari Flour Mills indicates that the majority (43%) have worked for 4–6 years, followed by those with 1–3 years of service (30%), less than 1 year (20%), and more than 6 years (7%). In terms of employment status, a significant proportion of respondents (90%) are permanent employees, whereas 10% are on contractual employment.

Description of Research Variables

The descriptive analysis of the research variables provides a quantitative overview of the data distribution for each indicator, offering insights into employees' perceptions. The results indicate that the work-life balance variable is generally rated as "high," with an average score of 4.155. Among its indicators, time balance (4.009) received the highest rating, demonstrating that employees feel capable of managing their work and personal life effectively. Conversely, stress balance (3.745) had the lowest average, suggesting that some employees still experience stress in balancing work and life responsibilities. The organizational support variable also falls within the "high" category, with an average score of 4.064. The trust and fairness indicator (4.355) received the highest rating, reflecting strong confidence in organizational justice. However, involvement in decision-making (3.536) was rated the lowest, implying limited employee participation in decision-making processes. The job satisfaction variable, averaging 4.123, was predominantly rated as "high." The highest-rated indicator was supervision (4.295), indicating that managerial oversight is perceived positively. Conversely, promotion opportunities (3.391) received the lowest rating, suggesting that employees feel limited career advancement opportunities within the organization.

The employee retention variable exhibits the highest overall rating among all variables, averaging 4.336, classified as "very high." The career opportunities indicator (4.232) was rated the highest, highlighting its crucial role in employee retention. Meanwhile, the organizational components indicator (3.909) had the lowest rating, suggesting that certain organizational aspects require further improvement to enhance retention strategies. In summary, the findings indicate that employees generally perceive their work-life balance, organizational support, and

job satisfaction positively, with organizational justice and managerial supervision being the strongest aspects. However, stress management, decision-making involvement, and career advancement opportunities remain areas for improvement. These insights provide a foundation for further examination of the relationships between variables in the subsequent hypothesis testing phase.

**Structural Equation Modeling – Partial Least Square
Evaluation of the Outer Model**

The outer model evaluation aims to assess the reliability and validity of the constructs used in the study. The reliability test results, presented in Table 1, indicate that all constructs have Cronbach’s Alpha values above 0.7 and Composite Reliability (CR) values exceeding the threshold of 0.6, confirming their reliability.

Table 1. Reliability Evaluation Results

Variable	Cronbach's Alpha	Composite Reliability	Notes
Job satisfaction (M)	0.859	0.893	Reliabel
Work-life Balance (X1)	0.776	0.856	Reliabel
Organizational support (X2)	0.837	0.879	Reliabel
Employee retention (Y)	0.890	0.919	Reliabel

Construct validity was assessed using convergent and discriminant validity. Table 2 presents the outer loadings for each indicator, all of which exceed the recommended threshold of 0.7, confirming convergent validity. Additionally, the Average Variance Extracted (AVE) values for each construct are above 0.5, supporting the construct's validity.

Table 2. Construct validity results

Variable	Indicator	Outer loading	Notes	AVE
Job satisfaction	M1	0.756	Valid	0.543
	M2	0.785	Valid	
	M3	0.755	Valid	
	M4	0.717	Valid	
	M5	0.723	Valid	
	M6	0.727	Valid	
	M7	0.692	Valid	
Work-life Balance	X1.1	0.797	Valid	0.598
	X1.2	0.742	Valid	
	X1.3	0.766	Valid	
	X1.4	0.789	Valid	
Organizational support	X2.1	0.711	Valid	0.549
	X2.2	0.719	Valid	
	X2.3	0.810	Valid	
	X2.4	0.744	Valid	
	X2.5	0.705	Valid	

	X2.6	0.752	Valid	
	Y1	0.823	Valid	
	Y2	0.827	Valid	
Employee retention	Y3	0.859	Valid	0.694
	Y4	0.830	Valid	
	Y5	0.825	Valid	

Table 3. Discriminant validity

Variable	M	X1	X2	Y
Job satisfaction (M)	0.737			
Work-life Balance (X1)	0.314	0.774		
Organizational support (X2)	0.289	-0.120	0.741	
Employee retention (Y)	0.644	0.301	0.339	0.833

The discriminant validity test using the Fornell-Larcker criterion (Table 5.7) shows that the square root of AVE for each construct is greater than its correlation with other constructs, ensuring that each construct is distinct from the others.

Evaluation of the Inner Model

The inner model evaluation aims to assess the explanatory power and predictive accuracy of the structural model. Table 5.10 shows the R-Square values for job satisfaction (M) and employee retention (Y), which are 0.207 and 0.461, respectively. These values suggest that work-life balance and organizational support explain 20.7% of the variance in job satisfaction, while job satisfaction, work-life balance, and organizational support explain 46.1% of the variance in employee retention. The Q-Square value of 0.572 indicates that the model has good predictive relevance.

Hypothesis Testing

Hypothesis testing was conducted using path coefficient analysis. Table 4 presents the results of direct effect hypothesis testing. All hypotheses (H1-H5) are statistically significant, as indicated by p-values less than 0.05. Job satisfaction significantly mediates the relationship between work-life balance and employee retention ($\beta = 0.535$, $t = 10.166$, $p < 0.001$). Work-life balance ($\beta = 0.158$, $p = 0.004$) and organizational support ($\beta = 0.203$, $p < 0.001$) also have a direct effect on employee retention.

Table 4. Hypothesis Testing Results (Direct Effect)

Hypothesis	Path	Coef.	St. Dev	T-Stat	P-values	Notes
H1	X1 → M	0.353	0.053	6.689	0.000	Accepted
H2	X2 → M	0.332	0.059	5.666	0.000	Accepted
H3	X1 → Y	0.158	0.055	2.880	0.004	Accepted
H4	X2 → Y	0.203	0.046	4.431	0.000	Accepted
H5	M → Y	0.535	0.053	10.166	0.000	Accepted

Notes : X1= Work-life Balance; X2= Organizational support;
M= Job satisfaction; Y=Employee retention.

The results of the indirect effect analysis (Table 5) confirm that job satisfaction significantly mediates the effect of work-life balance and organizational support on employee retention. The indirect effect of work-life balance on employee retention through job satisfaction (H6) is significant ($\beta = 0.189$, $p < 0.001$), as is the indirect effect of organizational support on employee retention through job satisfaction (H7) with ($\beta = 0.177$, $p < 0.001$).

Table 5. Hypothesis Testing Results (Indirect Effect)

Hypothesis	Path	Coef.	St. Dev	T-Stat	P-values	Notes
H6	X1 > M > Y	0.189	0.036	5.235	0.000	Accepted
H7	X2 > M > Y	0.177	0.035	5.026	0.000	Accepted

Notes : X1= Work-life Balance; X2= Organizational support;
M= Job satisfaction; Y=Employee retention.

These findings highlight the significant role of job satisfaction in mediating the relationships between work-life balance, organizational support, and employee retention, emphasizing its importance in organizational retention strategies.

3.2. Discussion

The hypothesis test results indicate that work-life balance has a positive and significant effect on job satisfaction. This suggests that employees who can balance work responsibilities with personal life tend to experience higher job satisfaction. This finding aligns with the theory proposed by (Barber et al., 2015), which states that work-life balance is a crucial component of a healthy workplace framework and enhances employee well-being. Additionally, (Clark, 2000) work/family border theory emphasizes that an individual's ability to manage both domains contributes to increased job satisfaction. Descriptive analysis shows that the majority of respondents have a positive perception of work-life balance, as reflected in the high scores of the indicators. This indicates that organizations have paid attention to employees' needs in maintaining this balance. The finding is supported by research from Sari & Susanto (2019), which confirms that work-life balance is positively correlated with job satisfaction. Therefore, policies supporting work flexibility and employee well-being can be effective strategies to enhance job satisfaction.

The hypothesis test results reveal that organizational support has a positive and significant effect on job satisfaction. Employees who feel supported by the organization tend to be more satisfied with their jobs, as they feel valued and have access to necessary resources. This finding is consistent with the Social Exchange Theory (Blau (1964) in (Berkeley, 2014)), which posits that organizational support fosters reciprocal relationships that enhance commitment and job satisfaction. Descriptive analysis indicates that trust and fairness scored the highest, while employee involvement in decision-making remains low. This highlights the need to increase employee participation to strengthen job satisfaction. Research by Sudibjo et al. (2022) and Ghasempour et al. (2024) supports this finding, emphasizing the importance of organizational support in creating a positive work environment.

Work-life balance has a positive and significant effect on employee retention. Employees who feel they can balance work and personal life are more likely to remain loyal to the organization. This finding aligns with the Job Demands-Resources Theory (Bakker & Demerouti, 2014), which states that the balance between job demands and available resources influences employee well-being and retention. Descriptive analysis shows that time balance

scored the highest, while stress balance remains a challenge. Research by (Anhar et al., 2025) and (Nur Ahdianita & Setyaningrum, 2024) confirms that work flexibility and life balance support can improve retention, particularly among Millennials and Gen-Z employees.

Organizational support has a positive and significant effect on employee retention. Employees who feel supported are more committed to staying with the organization. This finding is consistent with the Perceived Organizational Support Theory (Eisenberger & Huntington, 1986), which suggests that organizational support enhances employee loyalty. Research by Li et al. (2022) and (Yusliza et al., 2021) supports this finding, emphasizing the importance of increasing transparency and employee participation to strengthen retention.

The results of the sixth hypothesis test (H6) indicate that job satisfaction significantly mediates the relationship between work-life balance and employee retention, with a coefficient value of 0.189 and a p-value of 0.000. These findings suggest that work-life balance not only directly affects employee retention but also has an indirect influence through increased job satisfaction. This is consistent with the Conservation of Resources (COR) theory proposed by Hobfoll, which posits that employees who successfully maintain a balance between work and personal life experience lower stress levels, leading to higher job satisfaction and, ultimately, a stronger intention to remain with the organization (Holmgreen et al., 2024). When employees have better control over their time and workload, they tend to be more satisfied with their jobs and are more likely to stay with the company in the long term. Previous research by (Astuti et al., 2023) supports these findings, highlighting that job satisfaction mediates the effect of work-life balance on employee retention.

Similarly, the seventh hypothesis test (H7) reveals that job satisfaction significantly mediates the relationship between organizational support and employee retention, with a coefficient value of 0.177 and a p-value of 0.000. This finding aligns with the Perceived Organizational Support theory (Eisenberger et al., 1986), which states that when employees perceive strong organizational support in terms of well-being, fairness, and career development, their job satisfaction increases, subsequently enhancing their intention to remain with the organization. The results suggest that organizational support influences employee retention both directly and indirectly through job satisfaction. To strengthen employee retention, organizations must ensure that their support extends beyond material aspects to include psychological and professional development, which fosters higher job satisfaction and long-term commitment.

Implications of this study is it reinforces the Perceived Organizational Support and Job Embeddedness theories, demonstrating that organizational support enhances job satisfaction and employee retention. Empirically, it provides evidence that work-life balance and job satisfaction play a crucial role in employee retention. Practically, companies can use these findings to develop more flexible work policies, improve employee development programs, and create a more positive work environment to retain top talent. From a policy perspective, organizations should implement inclusive career development policies, supportive supervision, and fair reward systems to enhance job satisfaction. Additionally, employee well-being programs, such as mental health initiatives, work-life balance policies, and flexible leave policies, can help improve employee retention. Despite its contributions, this study has several limitations. The research is context-specific, limiting its generalizability to other industries or regions. The use of a quantitative approach through questionnaires may not capture deeper qualitative insights into employee motivation and experiences. Self-reported data also pose potential response bias, as respondents might provide socially desirable answers. Moreover, external factors such as economic conditions and labor market trends were not considered,

despite their potential influence on employee retention. The cross-sectional design of the study only captures relationships at a single point in time, necessitating future longitudinal research to observe long-term effects. Lastly, the study does not examine potential moderating variables, such as age, gender, or job type, which could influence the strength of the relationships between the studied variables.

4. Conclusion

The findings of this study indicate that work-life balance and organizational support have a positive and significant impact on job satisfaction and employee retention among Millennial and Gen-Z employees at Bogasari Flour Mills Surabaya. Higher work-life balance and organizational support lead to increased job satisfaction, which in turn enhances employee retention. Job satisfaction is identified as the most influential factor in employee retention, acting as a mediator in the relationship between work-life balance, organizational support, and retention. Based on these findings, organizations are advised to implement flexible work policies, such as hybrid work arrangements, to support employees in achieving work-life balance. Additionally, increasing employee involvement in decision-making, ensuring fairness in promotions and compensation, and strengthening supervisory roles can enhance job satisfaction and retention. Organizations should also establish clear career development pathways through training and development programs to provide employees with growth opportunities and long-term career prospects. Future research can explore the impact of work-life balance and organizational support on employee retention across different industries, cultural contexts, and over the long term to assess causal relationships. Additionally, integrating variables like organizational commitment, employee engagement, and leadership styles or examining the role of digitalization and remote work can provide deeper insights into workforce management.

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