

THE IMPACT OF WORK LIFE BALANCE AND WORK STRESS ON TURNOVER INTENTION IN MILLENNIAL GENERATION

Ahmad Suhail Kusnadi¹

Universitas Swadaya Gunung Jati, Cirebon, Indonesia
asdsuhail@gmail.com



Gusti Wiliandi²

Universitas Swadaya Gunung Jati, Cirebon, Indonesia
gustiwiliandi4@gmail.com

Lisa Harry Sulistyowati³

Universitas Swadaya Gunung Jati, Cirebon, Indonesia
lisaharry@ugj.ac.id

Abstract

This study reveals that the influence of work-life balance and Job Stress on Turnover Intention among the millennial generation Study on millennial generation workers in Kuningan district, which has a significant influence on the level of turnover intention in millennial generation workers. High levels of stress in the workplace have been shown to contribute to an increase in employee intention to resign, factors such as heavy work pressure, a less supportive work environment, and high job demands are the main triggers for increased stress, which in turn encourages employees to look for other job alternatives. This research uses quantitative methods. The research population used was millennial generation workers in Kuningan Regency. The purposive sampling technique was used to determine a sample of 127 respondents who work in manufacturing companies in brass district. Using Google Forms, data was collected from millennial workers in Kuningan Regency aged between 25 and 40 years. The results showed that there was a significant influence between Based on the results of the F test, a significance value of 0.000 ($\alpha < 0.05$) was obtained. So it can be concluded that the variables Impact work life balance (X1) and Work Stress (X2) simultaneously have a significant effect on the Turnover Intention (Y) variable.

Keywords: Work Life Balance, Work Stress, Turnover Intention

INTRODUCTION

In the era of increasingly dynamic human resource (HR) development, work-life balance has become one of the main issues faced by organizations. The millennial generation is a generation with various conveniences and the impact of rapidly developing technology (Nindyati, 2017) in (Gaol et al., 2023). The millennial generation has now entered various industries in Indonesia (Predy, 2019) in (Gaol et al., 2023) and has become the majority generation of the workforce in recent years. work-life balance is a person's perception of how well their work roles and personal life can coexist without causing major conflicts. Organizations have begun to adjust their management strategies by providing work flexibility, leave that better supports personal needs, and employee welfare programs. However, these implementations are often not in line with stressful work conditions, which can threaten the balance.

Work stress is one of the biggest challenges in creating work-life balance. Millennials, who are just entering the workforce, often find it difficult to adjust to the high demands of work. Based on research conducted by (Lutfianah Ulfa, 2019) in (Syafii et al., 2024), stress is triggered by events in one's work environment. Work stress is an internal state caused by potentially destructive and uncontrollable physical, environmental, or social situation demands. This pressure can arise from heavy workloads, tight turnaround times, to conflicts between coworkers. When work stress increases, employees tend to feel that more of their time and energy is spent on work, leaving less space for their personal lives. In the long run, this imbalance can lead to employees feeling dissatisfied with their working conditions.

The main problem arising from the combination of work stress and lack of work-life balance is the high level of turnover intention or desire to leave the job. This problem is a serious challenge for organizations, especially in maintaining Generation Y as part of their workforce. Studies conducted by Halim and Antonius (2021) in (Barage & Sudarusman, 2022), organizational factors are the main causes of turnover intention culture, organizational commitment, work environment, job satisfaction, compensation, employee relations, work stress and work life balance.

When work stress is continuously experienced without adequate support, Millennials feel depressed and unmotivated. As a result, they begin to consider looking for other job opportunities that offer a more supportive work environment for their personal and professional needs. There are several factors that cause high job stress which leads to turnover intention, the desire to move that causes employees to decide to leave their jobs (Wahana & Utama, 2022) in (Syafii et al., 2024), lack of effective communication and appreciation of employee performance are factors that contribute to high job stress. In addition, the pressure to always meet targets without any emotional support or stress management programs in the workplace exacerbates this condition. Generation Y, who tend to desire balanced and supportive working relationships, feel that this kind of work environment is no longer worth sustaining, so they choose to leave their jobs. This research has the purpose and objective to analyze how influential Work-life balance and Work Stress are on Turnover Intention among generation Y. This research aims to provide benefits as a reference for strategy development in the industrial world, especially in Kuningan Regency to support government programs in industrial development in the Rebana area.

REVIEW OF LITERATURE

Work Life Balance

In this fast-paced world, it is important to strike a balance between one's professional and personal life. Work-life Balance is an increasingly important concept in the modern world of work, where individuals strive to manage the demands of work and personal life simultaneously (Auliya et al., 2024). According to Hudson (2017) in (Mardiana Mardiana et al., 2023) which explains that work life balance is the level of satisfaction or compatibility between multiple roles in a person's life. Hudson's theory (2005) in (Komari et al., n.d.) the WLB concept was originally a concept to create a balance that focuses more on work-family balance. In its development, this concept changed because the problem of balance is not limited to family members, but also includes other areas of individual life. While work-life balance is important, not every employee can accomplish to achieve. Nonetheless, businesses can assist workers in striking a balance between these two goals (Firnarningsih et al., 2019). It is thought that when businesses show their dedication to work policies, it sends the impression that these matters are significant to the firm as a whole (Park et al., 2020).

Work Stress

Stress has become part of an employee life, often we avoid it, but it has been closely related to work. According to (Sutagana et al., 2023) in (Septianini, 2024) "Stress is a condition caused by changes that occur to humans and force them to save from their normal functions". According to Robbins in Oemar (2017) in (Buulolo, 2021) work stress is a condition where a person experiences tension due to conditions that affect them. (Satyaningrum & Djastuti, 2020) also found that job stress has a significant positive relationship with intention to leave, where employees who experience high stress are more likely to consider leaving their jobs. According to Hasibuan (2014: 204) in (Buulolo, 2021) "the work performance or performance of stressed employees will generally decrease because they experience tension of mind and behave strangely, angry, and like to be alone".

Turnover Intention

According to Astiti (2020), turnover intention is an action taken by employees to resign from the company either voluntarily caused by certain factors. Work-Life Balance (WLB) and job stress are two significant factors in influencing Turnover Intention. According to (Muliawati & Surabaya, 2020) in (Septianini, 2024) "The balance of life that a person has in managing his time between work, family life and personal interests" means "Work-life balance maintains a balance between work and lifestyle, employees can lead a healthy and profitable lifestyle, which can have an impact on improving their performance" (Larasati et al., 2019), This can affect stress levels, because work stress has become part of an employe life, making it difficult to avoid work-related stress. (Sutagana et al., 2023) explains that "Stress is a condition caused by changes that occur to humans and that force them to deviate from their normal functioning". This can affect the desire to change companies. (Gunawan & Andani, 2020). Mentioning although it hasn't yet shown up in reality, turnover intention is the outcome of an individual's assessment of his desire to keep his relationship with the company where he works.

RESEARCH METHOD

This research uses quantitative methods. The research population used was millennial generation workers in Kuningan Regency. The purposive sampling technique was used to determine a sample of 127 respondents who work in manufacturing companies in Kuningan Regency. Primary data was collected through a questionnaire in the form of a Google Form containing statements relevant to the indicators used in each variable (see table 1.1).

Data processing was performed with several tests using IBM SPSS Statistics software. The tests carried out include: (1) validity test to assess the suitability of each statement item with the measured construct, (2) reliability test to measure the consistency of the measurement instrument, (3) classical assumption test, which includes (normality & multicollinearity) to ensure that the data meet the requirements of statistical analysis, and (4) hypothesis test, which involves (T test and F test) to measure the significance of the relationship between variables. Work-life balance (X1) and Work Stress (X2) act as independent variables, while Turnover Intention (Y) acts as a related variable.

RESULTS AND DISCUSSION

Testing Using Descriptive Statistics

Table 1.
Operational Variables

Variables	Indicator	Code	Statement
Work-life Balance (McDonald & Bradley in (Gaol et al., 2023))	Work Energy	WLB1	I always have enough energy during work
		WLB2	I have always led a productive personal life.
	Time	WLB3	I can manage my time for personal activities well.
	Behavior	WLB4	I am able to demonstrate professional behavior at work without being distracted by personal issues.
	Work Demands	WLB5	The workload I face is still within my limits.
	Duties and Responsibilities	WLB6	I feel that the tasks and responsibilities assigned to me are in line with my capacity.
	Work Comfort	WLB7	My work environment supports work-life balance.
	Emotional State	WLB8	I can keep my emotions stable despite facing challenging work.
	Workplace Support	WLB9	The organization I work for provides programs to support work-life balance.
	Family Support	WLB10	I feel like my family supports me in my work.

Work Stress (Robbins in Sulistiyani (2017) in (Bulolo, 2021)	Workload	WS1	I felt the need to handle too much work in a short period of time.
	Leader Attitude	WS2	I feel no need to do only a few tasks over a long period of time.
	Leader Attitude	WS3	My leader's attitude greatly affects my stress level in completing tasks.
	Work Equipment	WS4	My leader's attitude does not affect my stress level in completing tasks.
	Work Equipment	WS5	I feel that the availability of work equipment where I work supports the optimal performance of tasks.
	Work Environment Conditions	WS6	I feel that the availability of work equipment in my workplace does not support the implementation of tasks to be less than optimal.
	Work Environment Conditions	WS7	The environment where I work is quite supportive of my work comfort and productivity.
	Work and Career	WS8	The environment in which I work is not conducive to comfort and toxicity, which interferes with my productivity.
	Work and Career	WS9	I feel my job position matches my abilities and career aspirations.
	Work and Career	WS10	I feel that my job position does not match my abilities and career aspirations.
Turnover Intention (Waskito, M., & Putri, A. R. (2021) in Syafii et al., 2024)	Absenteeism rate is increasing	TI1	I feel that I am increasingly absent from work for no apparent reason.
	Absenteeism rate is increasing	TI2	I tend to avoid work by taking unplanned leave.
	Saturated at work	TI3	I feel unmotivated to complete work tasks.
	Saturated at work	TI4	I often put off work that should be done immediately.
	Increase in violations or errors	TI5	I ignore rules or policies at work more often.
	Increase in violations or errors	TI6	I feel that I don't really care about the rules at work.
	Protest against superiors	TI7	I find myself disagreeing with my boss' decisions more and more often.
	Protest against superiors	TI8	I tend to show my dissatisfaction to my superiors directly.

Different behaviors	TI9	I felt like I was starting to be too nice to my coworkers or boss to cover up my intention to leave.
Search for job alternatives	TI10	I go out of my way to seek or consider other job opportunities beyond my current job.

Source: Primary data analysis results, (2025)

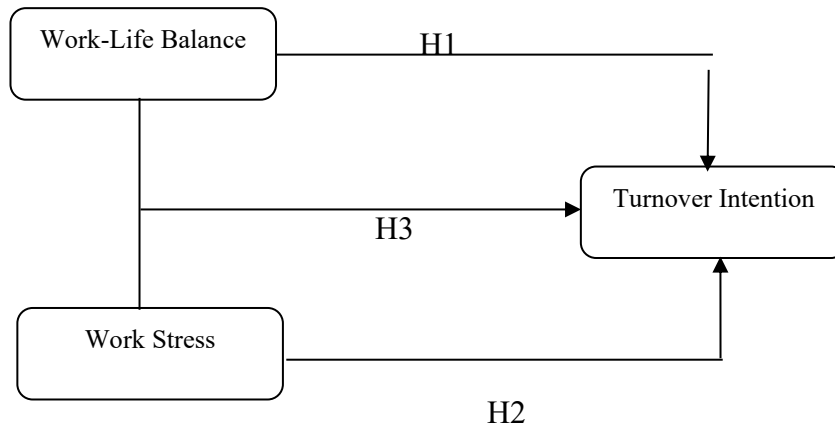


Figure 1.
Hypothesis Framework

Source: Primary data analysis results (2025)

Respondent Demographics

The demographic characteristics of **respondents in this study** were assessed through categories such as gender, age, and occupation. The sample size used in this study was 127 respondents, as millennial generation workers aged 29-44 years at manufacturing companies in Kuningan Regency. The results of the demographic characteristics of respondents in this study are shown in Table 2.1 below.

Table 2.
Operational Variables

Category		Total	Percentage
Gender	Male	37	29,13%
	Female	90	70,87%
	Total	127	100%
Age	25 - 35 Years	78	62,42%
	36 - 46 Years	49	38,58%
	Total	127	100%

Source: Primary data analysis results (2025)

Validity Test and Reliability Test

The validity test results for each statement item across all variables show a Pearson correlation value greater than 0.148 and a significance value <0.05 . At the same time, the reliability test has Cronbach's Alpha values for all variables > 0.05 . Simultaneously, the reliability test resulted in Cronbach's Alpha values greater than 0.6 for all variables (see Table 3). These results indicate that all statement items in the questionnaire are valid and reliable.

Table 3.
Validity Test

No	Corrected Value Items /r Count	Total Correlation	Sig	r Table	Criteria
1	0.663		0.000	0.148	Valid
2	0.619		0.000	0.148	Valid
3	0.699		0.000	0.148	Valid
4	0.613		0.000	0.148	Valid
5	0.777		0.000	0.148	Valid
6	0.744		0.000	0.148	Valid
7	0.731		0.003	0.148	Valid
8	0.658		0.000	0.148	Valid
9	0.743		0.000	0.148	Valid
10	0.606		0,000	0.148	Valid

Source: Data processed with SPSS IBM 29, 2024

Table 4.
Validity Test

No	Corrected Value Items /r Count	Total Correlation	Sig	r Table	Criteria
1	0.358		0.000	0.148	Valid
2	0.249		0.000	0.148	Valid
3	0.432		0.000	0.148	Valid
4	0.257		0.000	0.148	Valid
5	0.389		0.000	0.148	Valid
6	0.363		0.000	0.148	Valid
7	0.364		0.000	0.148	Valid
8	0.163		0.000	0.148	Valid
9	0.275		0.000	0.148	Valid
10	0.274		0.000	0.148	Valid

Source: Data processed with SPSS IBM 29, 2024

Table 5.
Validity Test

No	Corrected Value Items /r Count	Total Correlation	Sig	r Table	Criteria
1	0.358		0.000	0.148	Valid
2	0.249		0.000	0.148	Valid
3	0.432		0.000	0.148	Valid
4	0.257		0.000	0.148	Valid
5	0.389		0.000	0.148	Valid
6	0.363		0.000	0.148	Valid
7	0.364		0.000	0.148	Valid
8	0.163		0.000	0.148	Valid
9	0.275		0.000	0.148	Valid
10	0.247		0.000	0.148	Valid

Source: Data processed with SPSS IBM 29, 2024

Normality Test

According to Sugiyono (2021), the normality test is used to determine whether the data is normally distributed or not. If the data is normally distributed, it can be used in parametric statistical analysis. The regression model is considered good if the residuals are normally distributed. The residual normality test was carried out using the Kolmogorov-Smirnov Test statistical method, and the results are shown in the following table.

Table 6.
Residual Normality Test Results

One-Sample Kolmogorov-Smirnov Test			Unstandardized Residual
N			185
Normal Parameters ^{a,b}	Mean		0,0000000
	Std. Deviation		0,83625744
Most Extreme Differences	Absolute		0,746
	Positive		0,135
	Negative		-0,146
Test Statistic			0,404
Asymp. Sig. (2-tailed)			.235 ^c

The results of the residual normality test with Kolmogorov-Smirnov show the Asymp. Sig. (2-tailed) 0.235. Based on the output table, the Asymp.Sig test value > α value (0.05), so it can be concluded that the regression model residuals are normally distributed.

Multicollinearity Test

According to Widarjono (2015), multicollinearity can cause the regression estimation results to be inefficient due to the increase in the standard error of the regression coefficient. Therefore, it is important to test for multicollinearity before performing regression analysis, for example, by looking at the Tolerance and VIF values.

Table 7.
Multicollinearity Test Results

Variable	Tolerance	VIF
<i>Impact work-life balance</i>	0,819	1,221
<i>Work Stress</i>	0,819	1,221

Source: Data processed with SPSS IBM 29, 2024

Table 8.
Multiple Linear Analysis

Model	Coefficients ^a		
	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
(Constant)	8.345	2.462	
Impact work-life balance	1.840	.042	.753
Work Stress	1.000	.154	.467

a. Dependent Variable: Total Y

Source: Data processed with SPSS IBM 29, 2024

A regression equation model that is considered good is a model that meets classical assumptions, including being free from multicollinearity, heteroscedasticity, and having residuals with a normal distribution (Tondang et al., 2023). The table above displays the results of regression calculations, which are then used to develop regression equations to describe the relationship between the variables analyzed, as follows:

$$\hat{Y} = 8.345 + 1.840 \text{ Impact work life balance } (X1) + \text{turnover intention } 1.000 (X2) + e$$

1. If (X1) and (X2) are 0, then *turnover intention* (Y) will be 8,345. This shows that without the influence of variables (X1) and (X2), the value of (Y) remains at 8,345.
2. If the value of the independent variable is fixed, the variable regression coefficient (X1) of 1.840 indicates that each one-unit increase in (X1) will cause (Y) to increase by 1.840.
3. The value of 1,000 indicates that each one-unit increase in (X2) will cause an increase of 1,000 in (Y), assuming that all variables have met the specified requirements.

T test

Table 9.
Multiple Linear Analysis

Model	Coefficients ^a			t	Sig.
	Unstandardized Coefficients	Standardized Coefficients			

	B	Std. Error	Beta		
(Constant)	8.345	2.462		4.352	.003
Impact work-life balance	1.840	.042	.753	12.758	.000
Work Stress	1.000	.154	.467	4.479	.000

a. Dependent Variable: Turnover Intention

Source: Data processed with SPSS IBM 29, 2024

X1 Free Variable (Work Life Balance)

The results of the analysis show that Impact work-life balance has a positive and significant influence on Turnover Intention. This is evidenced by the calculated t value of 1.840, which is greater than t table 1.286, as well as a sig. level smaller than 0.05 (0.000 < 0.05). Thus, hypothesis X1 is accepted, so it may be said that Impact work-life balance has a significant effect on Turnover Intention.

X2 Free Variable (Work Stress)

The analysis shows that Work Stress has a positive and significant influence on Turnover Intention. This is evidenced by the calculated t value of 1,000, which is greater than t table 1.286, as well as a sig. level smaller than 0.05 (0.000 < 0.05). Thus, the X2 hypothesis is accepted, so it may be said that Work Stress has a significant effect on Turnover Intention.

F test

The F test is used to test simultaneously whether the independent variable has a significant effect on the dependent variable.

Table 10
F Test Results

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	13583.438	2	6791.719	156.362	.000 ^b
Residuals	.000	182	.000		
Total	13583.438	184			

a. Dependent Variable: TotaY

b. Predictors: (Constant), TotalXtwo, TotalXone

Source: Data processed with SPSS IBM 29, 2024

Based on the results of the F test, the sig. value is 0.000 ($\alpha < 0.05$). Consequently, it may be said that the variables Impact Work Life Balance (X1) and Work Stress (X2) simultaneously have a significant effect on the Turnover Intention (Y) variable.

Test Coefficient of Determination (R²)

According to Widarjono (2015), the coefficient of determination (R²) measures the ability of the regression model to explain the dependent variable. If the R² value is low, it means that the independent variable is less able to explain the dependent variable, so there may be other factors that have an effect but are not included in the model.

Table 11
Coefficient of Determination Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.775 ^a	0,601	0,597	2,096

a. Predictors: (Constant), X3, X2, X1

Source: Data processed with SPSS IBM 29, 2024

This analysis acts as a measuring tool to assess the extent of the influence of Impact work-life balance (X1) and Work Stress (X2) on the dependent variable, namely Turnover Intention (Y). Based on the table above, the R Square (R²) value of 0.601 indicates that Impact work life balance (X1) and Work Stress (X2) contribute 60.1% to Turnover Intention (Y), while the remaining 39.9% is influenced by other factors not analyzed in this study.

DISCUSS

H1 : Impact of Work-Life Balance on Turnover Intention

Impact work-life balance has a positive and significant influence on Turnover Intention. This is evidenced by the calculated t value of 1.840, which is greater than t table 1.286, as well as a sig. level smaller than 0.05 (0.000 < 0.05). Thus, hypothesis X1 is accepted; consequently, it may be said that Impact work-life balance has a significant effect on Turnover Intention.

This finding is in line with the research of Pantouw, D. G., Tatimu, V., & Rumawas, W. (2022), showing that job stress has a positive effect on turnover intention, which means that the higher the level of stress experienced by employees, the more likely they are to have a desire to quit work. On the other hand, work-life balance has a negative effect on turnover intention, which indicates that the better the balance between work and personal life of employees, the lower their desire to leave the company.

H2 : Effect of Work Stress on Turnover Intention

Work Stress has a positive and significant influence on Turnover Intention. This is evidenced by the calculated t value of 1,000, which is greater than the t table of 1.286, as

well as a sig. level smaller than 0.05 ($0.000 < 0.05$). Thus, the X2 hypothesis is accepted, so it can be concluded that Work Stress has a significant effect on Turnover Intention.

This finding is in line with research by Barage and Sudarusman (2022) examining the influence of Work-Life Balance, job stress, and job satisfaction on Turnover Intention in millennial generation workers in Yogyakarta. The results showed that Work-Life Balance and job satisfaction have a negative and significant effect on Turnover Intention, while job stress has a positive and significant effect on Turnover Intention. This means that the better the Work-Life Balance and job satisfaction felt by workers, the lower their desire to leave the job. Conversely, the higher the level of job stress experienced, the greater their desire to leave work.

H3 : Impact of Work-Life Balance, Work Stress on Turnover Intention

Based on the results of the F test, the sig. value is 0.000 ($\alpha < 0.05$). Consequently, it may be said that the variables Impact Work Life Balance (X1) and Work Stress (X2) simultaneously have a significant effect on the Turnover Intention (Y) variable.

This finding is in line with research by Prayogi, Koto, and Arif (2019) aimed at examining the effect of Work-Life Balance and job stress on Turnover Intention, with job satisfaction as a mediating variable, on Sharia Bank Account Officers in Medan. The results showed that Work-Life Balance and job stress have a positive and significant influence on Turnover Intention.

CONCLUSION

Considering the findings of studies on the relationship between job stress and work-life balance on Turnover Intention among the millennial generation, studies on millennial generation workers in Kuningan district, it can be concluded that these two variables have a significant influence on the level of turnover intention in millennial generation workers. Employees who have a good work-life balance tend to have a lower desire to change jobs. Conversely, if this balance is disrupted, their tendency to look for another job increases. High levels of stress in the workplace have been shown to contribute to an increase in employees' intention to resign. Factors such as heavy work pressure, unsupportive work environment, and high job demands are the main triggers for increased stress, which in turn encourages employees to seek alternative employment

These two variables, work-life balance and job stress, together have a significant influence on employees' decision to leave their jobs. The analysis shows that about 60.1% of the variation in turnover intention can be explained by these two factors. The validity test obtained Cronbach's Alpha values above 0.6, indicating that the consistency of the instrument is good.

It is advised that further research should expand the scope of the study to various other industrial sectors and use more in-depth research methods, such as a longitudinal approach, to understand the long-term impact of work-life balance and job stress on turnover intention.

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