

ABSTRACT

THE INFLUENCE OF WORK-LIFE BALANCE, WORK MOTIVATION, AND WORK CULTURE ON TURNOVER INTENTION WITH JOB SATISFACTION AS A MODERATING VARIABLE (Survey of Generation Z Employees at a 3-Star Hotel in Pangandaran Regency)

By

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This study aims to examine and analyze the conditions of work-life balance, work motivation, work culture, job satisfaction, and turnover intention, as well as to analyze the influence of work-life balance, work motivation, and work culture on turnover intention with job satisfaction as a moderating variable among Generation Z employees in three-star hotels in Pangandaran Regency. This research employs a quantitative method with a survey approach, utilizing primary data and analyzed using Partial Least Square–Structural Equation Model. The results indicate that work-life balance, work motivation, work culture, job satisfaction, and turnover intention are in good condition, with work-life balance categorized as very good. Work-life balance and work culture have a positive but insignificant effect on turnover intention. Meanwhile, work motivation has a positive and significant effect on turnover intention. Job satisfaction is not able to significantly moderate the relationship between work-life balance, work motivation, and work culture on turnover intention, indicating that the relationships among variables are more direct in nature. The implications of this study suggest that improving work motivation was the key factor in controlling turnover intention, through rewards, recognition, and career development opportunities. In addition, organizations need to strengthen work culture, enhance leadership quality, and develop employee retention strategies that align with Generation Z characteristics in order to reduce employees' intention to leave the organization

Keywords: *Work-Life Balance, Work Motivation, Work Culture, Job Satisfaction, Turnover Intention.*

ABSTRAK

PENGARUH *WORK-LIFE BALANCE*, MOTIVASI KERJA, DAN BUDAYA KERJA TERHADAP *TURNOVER INTENTION* DENGAN KEPUASAN KERJA SEBAGAI VARIABEL MODERASI (Survei Karyawan Generasi Z di Hotel Bintang 3 di Kabupaten Pangandaran)

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Penelitian ini bertujuan untuk mengetahui dan menganalisis kondisi *work-life balance*, motivasi kerja, budaya kerja, kepuasan kerja, dan *turnover intention*, serta menganalisis pengaruh *work-life balance*, motivasi kerja, dan budaya kerja terhadap *turnover intention* dengan kepuasan kerja sebagai variabel moderasi pada karyawan Generasi Z di hotel bintang 3 di Kabupaten Pangandaran. Penelitian ini menggunakan metode kuantitatif dengan pendekatan survei, menggunakan data primer, serta dianalisis dengan teknik Partial Least Square–Structural Equation Model. Hasil penelitian menunjukkan bahwa *work-life balance*, motivasi kerja, budaya kerja, kepuasan kerja, dan *turnover intention* berada dalam kriteria baik, dengan *work-life balance* berada pada kategori sangat baik. *Work-life balance* dan budaya kerja berpengaruh positif namun tidak signifikan terhadap *turnover intention*. Sementara itu, motivasi kerja berpengaruh positif dan signifikan terhadap *turnover intention*. Kepuasan kerja tidak mampu memoderasi secara signifikan pengaruh *work-life balance*, motivasi kerja, dan budaya kerja terhadap *turnover intention*, sehingga hubungan antar variabel cenderung bersifat langsung. Implikasi penelitian ini menunjukkan bahwa peningkatan motivasi kerja menjadi faktor utama dalam mengendalikan *turnover intention*, melalui pemberian penghargaan, pengakuan, serta peluang pengembangan karier. Selain itu, organisasi perlu memperkuat budaya kerja, meningkatkan kualitas kepemimpinan, serta menyusun strategi retensi karyawan yang sesuai dengan karakteristik Generasi Z guna menekan kecenderungan karyawan untuk meninggalkan organisasi.

Kata kunci: *Work-Life Balance*, Motivasi Kerja, Budaya Kerja, Kepuasan Kerja, *Turnover Intention*.