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THE EFFECT OF WORK MOTIVATION, ORGANIZATIONAL CULTURE, AND WORK-LIFE BALANCE ON GENERATION Z JOB SATISFACTION IN SUKABUMI CITY AND THE ROLE OF JOB SATISFACTION ON TURNOVER INTENTION

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ABSTRACT

This investigation explores the manner in which work motivation, organizational culture, and work-life balance contribute to shaping job satisfaction levels. This investigation explores the manner in which work motivation, organizational culture, and work-life balance contribute to shaping job satisfaction levels among members of Generation Z employed in Sukabumi City, while simultaneously examining whether job satisfaction functions as a mediating link between these three factors and the tendency toward turnover intention. To achieve this, the study applies a quantitative methodology framed within an associative-causal design, with information collected from a total of 100 participants through an internet-based survey using a purposive sampling approach. Eligibility for participation was restricted to individuals from Generation Z aged between 20 and 27 who had accumulated a minimum of six months in professional employment. The resulting data were subsequently examined using Partial Least Square-Structural Equation Modeling (PLS-SEM), executed with the assistance of SmartPLS software, version 4.0. The findings reveal that both organizational culture and work-life balance exert a positive and significant influence on job satisfaction, whereas work motivation has a notably negative effect on it. Furthermore, job satisfaction was found to negatively and significantly impact turnover intention, functioning as a meaningful mediating variable linking all three predictors to employees' intention to leave their jobs. These results add to existing human resource management knowledge by highlighting job satisfaction as a key psychological pathway shaping how Generation Z employees behave in the workplace. From a practical standpoint, companies operating in Sukabumi City are encouraged to give greater attention to work-life balance initiatives, cultivate a constructive organizational culture, and align motivational strategies with employees' psychological well-being in order to retain Generation Z talent more effectively.

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INTRODUCTION

Born within the 1997–2012 timeframe, Generation Z has emerged as an increasingly significant portion of today's labor force across numerous industries. Having matured alongside rapid digital advancement, this cohort possesses strong technological fluency and demands considerable flexibility, a healthy balance between professional and personal life, and forward-thinking workplaces that nurture career growth. In contrast to earlier generational cohorts, Generation Z views employment as more than a means of earning income they actively pursue purpose and satisfaction within their careers. Nevertheless, numerous organizations continue to rely on conventional frameworks tailored to older generations, characterized by fixed schedules, layered management structures, and workplace cultures that offer minimal room for flexibility or advancement. Such a disconnect often triggers dissatisfaction among Gen Z employees, contributing to weaker engagement, diminished motivation, and higher rates of staff turnover.

Such patterns find further support in GoodStats (2023), which indicated that a substantial 69% of Indonesian Gen Z employees harbor intentions to leave their current positions. In a related study, Sari et al. (2024) revealed that job satisfaction accounts for 68.9% of the variance in turnover intention observed among Generation Z workers in Makassar. Meanwhile, Septianini (2024) established that work-life balance exerts a significant negative influence on turnover intention, whereas job-related stress was shown to have a significant positive effect among Generation Z employees in Bekasi Regency. Taken together, these results highlight how essential it is for organizations to recognize the factors that genuinely shape satisfaction within this generational cohort.

Sukabumi City offers a fitting setting for exploring this issue further. According to figures released by the Sukabumi City Population and Civil Registration Office (2024), individuals aged 10 to 24 mostly belonging to Generation Z make up 25.42% of the city's overall population of 367,457 residents. With this demographic steadily entering the job market, identifying what shapes their work satisfaction has become an essential concern for organizations operating locally. On a broader national scale, BPS Indonesia (2023) reports that Generation Z constitutes 30.35% of the total Indonesian workforce, while Deloitte (2023) finds that 76% of Gen Z employees prioritize work flexibility and 83% prefer organizations with cultures supporting work-life balance.

Despite this evident relevance, empirical investigations centered on Gen Z's job satisfaction within Sukabumi City remain limited. Much of the available literature tends to focus on larger metropolitan areas like Jakarta and Surabaya, leaving a notable gap in geographically diverse research coverage. Adding to this, inconsistencies across prior studies for example, S and Turangan (2024) found work motivation does not significantly affect Gen Z job satisfaction in West Jakarta, while Fikri et al. (2024) found transparency and performance recognition to be key drivers in the telecommunications sector point to the necessity of conducting research tailored to specific contexts. Accordingly, this study seeks to examine how work motivation, organizational culture, and work-life balance influence Generation Z employees' job satisfaction in Sukabumi City, alongside the mediating function job satisfaction plays in shaping turnover intention.

LITERATURE REVIEW

Generation Z and Job Satisfaction

Generation Z has grown amid rapid technological advancement and social change, bringing a distinctive perspective to the workplace (Triyanto, 2024). They seek not only income but also flexible, meaningful, and growth-enabling work environments. Deloitte (2023) reports that the majority of Generation Z prioritize organizational values and mission over job stability alone. This understanding underpins the examination of factors influencing their job satisfaction. Job satisfaction in this study is grounded in Locke's (1976) Job Satisfaction Theory, which posits that satisfaction arises when there is congruence between what an individual expects and what they experience in the workplace.

Robbins & Judge (2019) identify six key indicators of job satisfaction: (1) the work itself the extent to which tasks are considered interesting and meaningful; (2) pay satisfaction with financial compensation; (3) promotion opportunities chances for career advancement; (4) supervisor relationships quality of communication and support from management; (5) coworker relationships positive and mutually supportive social interactions; and (6) working conditions comfort and safety of the physical and psychological environment.

Work Motivation

Work motivation in this study draws upon Self-Determination Theory (SDT) as proposed by Ryan & Deci (2020), which posits that intrinsic motivation emerges and is maintained when three fundamental psychological needs are adequately met: (1) autonomy the perception of having control over one's work methods and decision-making processes; (2) competence confidence in one's capacity to carry out tasks effectively while continuing to develop; and (3) social relatedness a sense of emotional and interpersonal connection with coworkers. Rahmadhon et al. (2024) confirm that motivation tends to form organically and endure over time when these three needs are satisfied within the work environment.

Organizational Culture

Organizational culture is grounded in Organizational Culture Theory, Schein (2017) explaining that culture consists of values, norms, and basic assumptions shared and practiced by organizational members. Wahyuniardi et al. (2018) identify four main indicators: (1) values and norms that serve as shared organizational guidelines; (2) alignment between personal and organizational values; (3) leadership role modeling; and (4) collective spirit a sense of solidarity among organizational members. For Generation Z, who values diversity and inclusion, a supportive and participative culture is highly determinative of their organizational commitment.

Work-Life Balance

Work-life balance is grounded in the Work-Life Interface Theory, Greenhaus & Beutell (1985), asserting that the balance between work and non-work roles has significant impact on individual psychological well-being.

Waworuntu et al. (2022) identify four key indicators: (1) work schedule flexibility; (2) organizational support policies and leadership attitudes supportive of personal life; (3) workload management the ability to manage tasks without excessive burden; and (4) integration satisfaction the degree to which individuals successfully fulfill dual roles as both professional and person.

Turnover Intention

Turnover intention is explained through the Employee Turnover Model (Mobley, 1982), which posits that the intention to leave a job is not an instant decision but a psychological process initiated by dissatisfaction, followed by evaluation of work alternatives, and ultimately the decision to exit.

Xue et al. (2022) identify four main indicators: (1) emotional exhaustion mental fatigue from continuous work pressure; (2) role conflict friction between job and personal life responsibilities; (3) psychosocial pressure mental burden from lack of social support; and (4) low work engagement emotional disconnection from one's job.

Hypotheses

Based on the theoretical underpinnings and insights derived from earlier research, the present study proposes the following set of hypotheses:

H₁: Work motivation exerts a positive effect on job satisfaction

H₂: Organizational culture exerts a positive effect on job satisfaction

H₃: Work-life balance exerts a positive effect on job satisfaction

H₄: Job satisfaction exerts a negative effect on turnover intention

H₅: The relationship between work motivation and turnover intention is mediated by job satisfaction

H₆: The relationship between organizational culture and turnover intention is mediated by job satisfaction

H₇: The relationship between work-life balance and turnover intention is mediated by job satisfaction.

METHOD

The methodological approach taken in this study is quantitative in nature, built around a research design that is both associative and causal. This choice reflects the study's intent to investigate how variables relate to and influence one another, using statistical procedures as the basis for analysis. Through this causal-associative framework, the researcher is able to determine the degree to which the independent variables work motivation, organizational culture, and work-life balance influence both the mediating variable, job satisfaction, and the dependent variable, turnover intention, specifically among employees belonging to Generation Z. To process the collected data, the study employed Structural Equation Modeling based on the Partial Least Squares method (SEM-PLS), with computations carried out using SmartPLS version 4.0.

The population in this study comprises Generation Z employees (those born between 1997 and 2012) who both live and work within Sukabumi City. A purposive sampling technique was applied, guided by several inclusion criteria: (1) belonging to the Generation Z cohort and currently holding employment; (2) falling within the 20–27 age range; (3) residing and being employed in Sukabumi City; and (4) possessing a minimum of six months of work experience. The total sample of 100 respondents meets the threshold recommended for SEM-PLS analysis, which requires at least ten times the number of indicators present in the most complex construct (Hair et al., 2017). Given that this study involves 20 indicators distributed across five constructs, a sample of 100 respondents is considered sufficient. This adequacy was further confirmed through the Lemeshow formula ($n = Z^2 p(1-p) / d^2 = 1.96^2 \times 0.5 \times 0.5 / 0.1^2 \approx 96$), which verifies that the sample size of 100 surpasses the minimum requirement.

For this study, primary data collection was carried out through a digital questionnaire distributed using Google Form. Each item within the instrument was designed in reference to theoretical indicators representing the respective variables under study, with measurement based on a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). In addition to primary data, the research also incorporated secondary data sourced from a variety of academic materials such as peer-reviewed journal articles, textbooks, reports from relevant institutions, government-issued publications, and other pertinent literature all of which served to strengthen the theoretical foundation and provide context drawn from prior research efforts.

The study comprises five main variables: work motivation (X_1) measured by autonomy, competence, and social relatedness (Ryan & Deci, 2020); organizational culture (X_2) measured by values and norms, value alignment, leadership role modeling, and collective spirit (Wahyuniardi et al., 2018); work-life balance (X_3) measured by schedule flexibility, organizational support, workload management, and integration satisfaction (Waworuntu et al., 2022); job satisfaction (Z) measured by the work itself, pay, promotion, supervisor relationships, coworker relationships, and working conditions (Robbins & Judge, 2019); and turnover intention (Y) measured by emotional exhaustion, role conflict, psychosocial pressure, and low work engagement (Xue et al., 2022). All items were measured on a Likert scale.

The analytical procedure in this study made use of SEM-PLS and unfolded across two key stages. During the initial stage, attention was directed toward assessing the outer model, which involved several distinct evaluations: convergent validity, established through outer loading values of 0.70 or higher alongside an AVE score of at least 0.50; reliability of the constructs, confirmed via Cronbach's Alpha and Composite Reliability figures meeting or exceeding 0.70; and discriminant validity, gauged using the HTMT criterion, with acceptable values staying below 0.90. Moving to the second stage, the inner model was examined by reviewing the R-square (R^2) statistic to gauge the model's predictive strength, inspecting path coefficients to determine both the direction and intensity of variable relationships, conducting a bootstrapping analysis involving 5,000 subsamples wherein statistical significance required T-values of at least 1.96 paired with p-values no greater than 0.05, and finally, examining indirect effects to determine whether mediation effects were present.

RESULT AND DISCUSSION

Respondent Characteristics

All 100 respondents work in Sukabumi City, meeting the primary sampling criterion. The majority are aged 20–22 years (68%), followed by 23–25 years (29%), and 26–27 years (3%), indicating that most respondents are in the early career stage. Regarding tenure, 33% have 6–12 months, 40% have 1–2 years, and 27% have more than 2 years reflecting Generation Z's characteristically high work mobility.

Table 1. Respondent Characteristics

No	Characteristic	Category	Percentage (%)
1	Age	20–22 Years	68%
		23–25 Years	29%
		26–27 Years	3%
2	Work Location	Sukabumi City	100%
3	Tenure	6–12 Months	33%
		1–2 Years	40%
		> 2 Years	27%

Source: Primary Data, 2026

Measurement Model (Outer Model) Evaluation

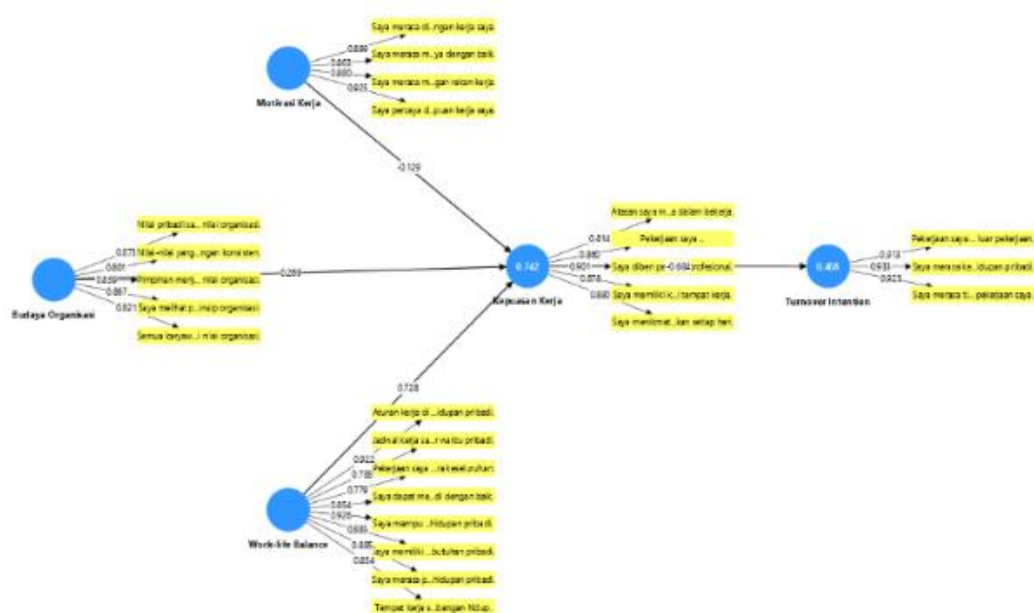


Figure 1. SmartPLS Measurement Model Result

Every indicator returned outer loading figures exceeding the established 0.708 cutoff, with values ranging between 0.728 and 0.942, thus providing solid evidence of convergent validity. In a similar vein, AVE scores for each construct also cleared the minimum requirement of 0.50, as detailed in Table 2. Reliability measures followed the same pattern, with Cronbach's Alpha and Composite Reliability (rho_c) figures remaining well above the 0.70 threshold across the board; Work-Life Balance achieved

the strongest reliability outcome ($\rho_c = 0.956$; $\alpha = 0.944$), while Organizational Culture, despite posting the lowest score among the constructs, still reflected dependable reliability ($\rho_c = 0.903$). Turning to discriminant validity, results obtained through the HTMT approach showed that every inter-construct value fell beneath the conservative ceiling of 0.90 the highest being recorded between Job Satisfaction and Work-Life Balance at 0.892, and the lowest between Work Motivation and Turnover Intention at 0.191 thereby verifying that each construct stands as a distinct and separate dimension on empirical grounds. All indicators exhibited outer loading values surpassing the 0.708 benchmark, with figures.

Table 2. Construct Reliability and Validity

Construct	Cronbach's Alpha	ρ_a	Composite Reliability (ρ_c)	AVE
Organizational Culture	0.867	0.876	0.903	0.650
Job Satisfaction	0.933	0.937	0.948	0.722
Work Motivation	0.878	0.884	0.916	0.784
Turnover Intention	0.937	0.939	0.960	0.852
Work-Life Balance	0.944	0.945	0.956	0.811

Source: SmartPLS 4.0 Output, 2026

Structural Model (Inner Model) Evaluation

Multicollinearity assessment based on VIF figures indicated that none of the values exceeded the conservative threshold of 3.0, with the highest recorded between Organizational Culture and Job Satisfaction at 2.082, confirming the absence of multicollinearity concerns within the model. Meanwhile, the R-square results reveal that the independent variables collectively account for 74.2% of the variance observed in Job Satisfaction ($R^2 = 0.742$), reflecting a strong level of predictive power, and 46.8% of the variance in Turnover Intention ($R^2 = 0.468$), pointing to a moderate-to-good degree of predictive relevance.

Table 3. Hypothesis Testing Results (Path Coefficients)

Path Relationship	Coefficient	t Statistic	P-Value	Decision
Work Motivation → Job Satisfaction	-0.129	2.149	0.032	H1 Rejected(-)
Organizational Culture → Job Satisfaction	0.269	3.120	0.002	H2 Accepted (+)
Work-Life Balance → Job Satisfaction	0.728	8.042	0.000	H3 Accepted (+)
Job Satisfaction → Turnover Intention	-0.684	8.815	0.000	H4 Accepted (+)

Source: SmartPLS 4.0 Output, 2026

Table 4. Specific Indirect Effects (Mediation Analysis)

Mediation Path	Coefficient	t Statistic	P-Value	Decision
Work Motivation → JS → Turnover Intention	0.128	2.153	0.031	H5 Accepted
Org. Culture → JS → Turnover Intention	-0.218	3.374	0.001	H6 Accepted
Work-Life Balance → JS → Turnover Intention	-0.485	5.009	0.000	H7 Accepted

Source: SmartPLS 4.0 Output, 2026

Work motivation was found to exert a significant negative influence on job satisfaction ($\beta = -0.129$; $p = 0.002$), which means H1 is accepted, albeit with a direction opposite to what was initially hypothesized. This outcome corresponds with the SDT framework

proposed by Ryan and Deci (2020): when motivation at work stems primarily from organizational performance pressures rather than genuinely satisfying the psychological needs for autonomy and competence, it tends to morph into a source of pressure that erodes job satisfaction rather than enhancing it. Such a pattern holds particular relevance for Generation Z, given their strong emphasis on psychological comfort and self-determination. This result echoes the conclusions of S and Turangan (2024), who similarly observed that work motivation does not consistently produce a positive effect on job satisfaction among Gen Z employees.

Organizational culture, on the other hand, showed a significant positive effect on job satisfaction ($\beta = 0.269$; $p = 0.002$), thereby supporting H2. Organizations that successfully instill shared values, encourage alignment between individual and organizational values, exemplify strong leadership conduct, and nurture a sense of collective identity (Wahyuniardi et al., 2018) tend to cultivate environments that feel psychologically secure for Generation Z workers. This finding is in line with Hafidz (2020), who similarly identifies organizational culture as the most influential factor shaping job satisfaction among Gen Z.

Among the three predictors, work-life balance emerged as the strongest determinant of job satisfaction ($\beta = 0.728$; $p = 0.000$), providing strong support for H3. This outcome highlights how crucial elements such as flexible scheduling, organizational backing, manageable workloads, and a sense of integration satisfaction (Waworuntu et al., 2022) are for Generation Z, whose sense of wellbeing is closely intertwined with how they engage professionally. The result corroborates Deloitte's (2023) finding that 83% of Gen Z employees favor employers who actively support work-life balance. Nevertheless, this finding diverges from Dani et al. (2025), who reported no significant relationship in their Surabaya-based study, indicating that contextual and sector-specific factors may moderate this relationship differently across settings.

Job satisfaction was also shown to have a strong, negative impact on turnover intention ($\beta = -0.684$; $p = 0.000$), confirming H4. This is consistent with the work of Sari et al. (2024), who similarly recorded job satisfaction as contributing 68.9% to turnover intention. The result further supports Mobley's (1982) model, which describes how dissatisfaction triggers a gradual process of psychological withdrawal that ultimately leads to turnover intention.

All three mediation hypotheses H5, H6, and H7 were likewise supported. Job satisfaction was found to significantly mediate the relationship between work motivation and turnover intention ($\beta = 0.128$; $p = 0.031$), between organizational culture and turnover intention ($\beta = -0.218$; $p = 0.001$), and between work-life balance and turnover intention ($\beta = -0.485$; $p = 0.000$). These results indicate that organizational-level factors do not directly shape turnover intention but instead operate indirectly through the psychological mechanism of job satisfaction. This conclusion aligns with Jogi et al. (2025), who similarly position job satisfaction as a common pathway linking organizational conditions to employees' turnover-related behavior.

CONCLUSION

This study positions job satisfaction as a critical strategic lever for curbing turnover intention among Generation Z employees in Sukabumi City. Based on this, H1 is

ultimately rejected, given that work motivation demonstrated a significant negative impact on job satisfaction implying that motivation rooted solely in performance targets, when unaccompanied by sufficient psychological support, tends to generate pressure that erodes rather than enhances satisfaction. Conversely, organizational culture and work-life balance were both found to make positive and statistically meaningful contributions to job satisfaction, with work-life balance emerging as the single most powerful predictor ($\beta = 0.728$). In addition, job satisfaction exhibited a significant negative relationship with turnover intention ($\beta = -0.684$) and functioned as a complete mediator connecting all three independent variables to employees' turnover intention.

This research adds value to Self-Determination Theory, organizational culture theory, work-life balance frameworks, and existing models of employee turnover, particularly as they apply to Generation Z within the setting of a developing secondary city. On a practical level, organizations operating in Sukabumi City would benefit from taking several steps: (1) restructuring motivational approaches so that they center on fulfilling psychological needs rather than focusing solely on target achievement; (2) building a robust organizational culture grounded in shared values and effective leadership role-modeling; (3) introducing work-life balance measures such as flexible scheduling and equitable workload distribution; and (4) routinely monitoring job satisfaction levels as a proactive means of identifying and addressing turnover risk before it escalates.

Several limitations should also be acknowledged, including the study's narrow geographic focus on Sukabumi City, the possibility of self-report bias inherent in questionnaire-based methods, and the omission of other potentially relevant variables such as leadership style and workload intensity. Looking ahead, future studies are encouraged to broaden their geographic scope, integrate additional variables, adopt mixed-method approaches, and explore comparative patterns of job satisfaction across different generational groups.

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