

The effect of organizational citizenship behavior (OCB) and work life balance (WLB) on turnover intention of generation Z workers in Semarang City



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ABSTRACT

This study examines the influence of Organizational Citizenship Behavior (OCB) and Work-Life Balance (WLB) on turnover intention among Generation Z employees in Semarang. Rising turnover intention among Generation Z workers has emerged as a critical organisational challenge, particularly as this cohort demonstrates distinct workplace expectations regarding recognition, flexibility, and career fulfilment. Employing a quantitative research design, the study collected data through structured questionnaires administered to 191 Generation Z employees working across various sectors in Semarang City. The data were analysed using multiple linear regression with the assistance of IBM SPSS Statistics. The findings reveal that Organizational Citizenship Behavior exerts a positive and significant effect on turnover intention, suggesting that employees who frequently engage in extra-role behaviours may experience increased dissatisfaction or emotional strain when such contributions are not adequately recognised or rewarded by the organisation. In contrast, Work-Life Balance was found to have no significant influence on turnover intention within the study context. These findings highlight the importance of organisational appreciation, recognition systems, and equitable treatment in retaining Generation Z employees. The study provides practical implications for human resource management, particularly in designing employee retention strategies that acknowledge voluntary employee contributions and align with the evolving expectations of younger workforce generations. Furthermore, the research contributes to the growing literature on generational workforce behaviour, employee retention, and organisational management in emerging economy contexts.

Keywords: Organizational Citizenship Behavior; Work Life Balance; Turnover Intention



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INTRODUCTION

Human Resources play a crucial role in achieving the company's goals and objectives. Human Resources are a key factor in determining whether a company will succeed in achieving its objectives (Sugiono & Beniawan, 2025). Well-managed human resources not only support work productivity but also directly contribute to the achievement of company goals. Therefore, human resource management must be carried out in a planned and systematic manner to optimally achieve established goals (Saraswati, 2018). One of the major problems facing the workforce is the high turnover rate. This high turnover intention indicates a relatively large number of employees intending to leave their jobs. In this context, two important factors believed to influence turnover intention are Organizational Citizenship Behavior (OCB) and Work Life Balance (WLB).

Organizational Citizenship Behavior (OCB) is the behavior of individual employees in carrying out tasks other than routine tasks, which are carried out wholeheartedly, without expecting rewards from the company (Lakoy, 2023). Employees with high levels of organizational citizenship behavior tend to demonstrate a stronger commitment to the organization and their work. This behavior reflects an individual's willingness to perform tasks beyond their immediate responsibilities to support the organization's success (Robbins & Judge, 2024). Meanwhile, Work Life Balance (WLB) is an individual's ability to manage time, energy, and pressure between the work environment and personal life (Wicaksana et al. 2020). Managing work-life balance is a challenge for employees. An inability to maintain a work-life balance can lead to employees leaving for more supportive jobs. Therefore, companies need to develop appropriate strategies to retain employees and create a work environment that fosters employee loyalty (Pratiwi, 2022).

Research by Effendi (2022), Ribek (2018), Hernando and Nidia (2023) indicates that organizational citizenship behavior has a positive and significant effect on turnover intention. However, research by Nelfati (2016) differs, indicating that organizational citizenship behavior has no significant effect on turnover intention. Consistently similar to the results regarding work-life balance on turnover, Murviana and Arif (2019), and Naini and Riyanto (2023) indicate that work-life balance has a positive and significant effect on turnover intention. However, these results contradict the findings of Nurdin and Rohaeni (2020), which indicated that work-life balance has no significant effect on turnover intention.

The phenomenon of turnover intention is unavoidable in any organization, as it includes employee decisions to leave. This situation is common, especially among Generation Z employees (Irma Yuni Saputri, 2022). According to data from the Central Statistics Agency (BPS), the number of Generation Z employees in 2023 is approximately 60 million and is estimated to constitute the majority of the workforce, reaching 77% by 2025. Generation Z potentially has an average tenure of 2 years and 3 months in one position, less than that of millennials. Therefore, turnover intention is a concern for Generation Z, who tend to actively change jobs (source: kompasiana.com).

The pre-survey data was conducted to obtain an initial overview of the turnover intention level among Generation Z workers. The pre-survey results were obtained from eight indicators that measure employee turnover tendencies, using a Likert scale of 1-5 (strongly disagree to strongly agree). The following table shows the pre-survey results.

Table 1
Pre-survey Data Results (2025)

No	Indicator	STS	TS	N	S	SS	Sum	Average Value
		1	2	3	4	5		
1.	I intend to look for work elsewhere in the near future.	5	-	4	5	2	47	2,974
2.	If there is a better job offer, I will leave this job.	3	2	-	6	5	56	3,5
3.	I feel dissatisfied with my current work situation.	2	3	3	5	3	52	3,25
4.	I made professional connections to find other job opportunities.	-	-	1	10	5	68	4,25
5.	I am actively seeking information about job opportunities elsewhere.	1	2	-	9	4	61	3,813
6.	I often consider leaving this job.	3	2	1	6	4	54	3,38
7	I feel this company does not provide enough opportunities for growth.	4	1	3	-	3	30	1,88
8	I always wish not to come to work.	6	2	1	5	2	43	2,688

Source:Processed Primary Data, 2025

Based on the results in Table 1, there was a low score for the statement "I feel this company does not provide enough opportunities for development" with a value of 1.88. This phenomenon demonstrates the importance of research on other factors, such as organizational citizenship behavior (OCB) and work-life balance (WLB), in influencing turnover intention among Generation Z workers.

Based on the research gap results explained in Table 1, this study aims to further analyze the influence of Organizational Citizenship Behavior (OCB) and Work Life Balance on Turnover Intention of Generation Z Workers in Semarang City.

LITERATURE REVIEW

Turnover intention is an employee's internal desire to leave the company, which is influenced by various factors, such as dissatisfaction with salary, family problems, work environment conditions, and other external factors. Robbins and Judge, in Robi (2019), argue that turnover intention is an attitude or stage where employees want to leave the company voluntarily, due to suboptimal performance and the availability of other job opportunities. This definition can be concluded that turnover intention is an employee's desire to leave the company voluntarily or based on a personal decision. According to Lum et al. in Kartono (2017), there are three indicators of turnover intention, which include: (1.)Intention to quit, (2) Job search, (3) Thingking of quit.

Organizational Citizenship Behavior (OCB) is voluntary behavior carried out by employees outside of an employee's formal work obligations, but supports the effective functioning of the organization (Robbins, 2006). OCB is also often defined as behavior not directly related to compensation. Individuals with high levels of OCB do not receive monetary rewards or bonuses, but rather, OCB reflects the social behavior of each individual to work beyond what is expected (Organ, 1997). There are five main indicators of organizational citizenship behavior (OCB) in the opinion of Organ et al (2006), as follows : (1) Altruism (2) Conscientiousness (3) Sportmanship (4) Courtessy (5) Civic Virtue.

Work Life Balance is an individual's ability to maintain a balance between the demands of work and personal life (Moorhead & Griffin, 2013). Overall, work-life balance can be defined as an individual's ability to balance work and personal life, which are considered to have equal importance and each requires a balanced allocation of time, attention, and energy. This explanation suggests that every individual must have the

ability to balance work and personal life to achieve work-life balance (Susi and Jawaharrani, 2011). According to Rondonuwu et.al (2018), there are indicators to measure work life balance, as follows: (1) Time balance (2) Involvement balance (3) Satisfaction balance

Based on the empirical findings of previous research, it can be concluded showed inconsistent findings regarding the impact of work-life balance and OCB on turnover intentions, highlighting the need for further research that considers mediating and moderating variables such as burnout, employee engagement, or personal needs.

Organizational Citizenship Behavior (OCB) refers to employee behaviors not listed in formal job descriptions but essential to supporting organizational effectiveness and sustainability (Ayu, 2018). OCB plays a crucial role in maintaining organizational sustainability by increasing efficiency and contributing to overall organizational effectiveness (Figo, 2023). Research by Rashvand and Bahrevar (2013) found that OCB had a significant negative effect on turnover intentions. Similar findings were reported by Felia (2021), who also noted a significant negative relationship between OCB and turnover intentions. Kusmaryati (2016) further confirmed that OCB negatively impacts turnover intentions. These findings suggest that higher levels of OCB among employees are associated with lower intentions to leave the organization. Based on these theoretical and empirical insights :

H1 : Organizational Citizenship Behavior (OCB) has a negative effect on turnover intention among employees of manufacturing companies.

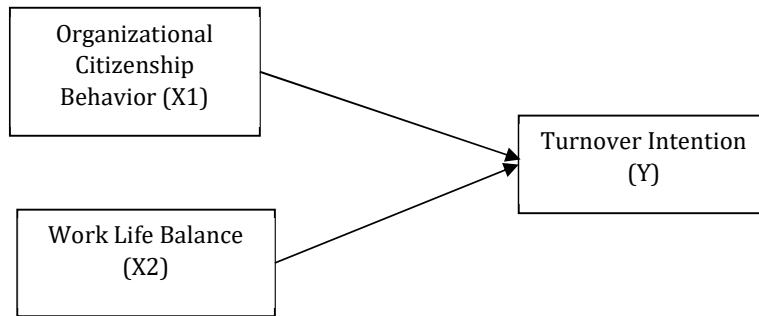
Meanwhile, Work-Life Balance is a concept that emphasizes the balance between work commitments and personal happiness, leisure time, family life, and spiritual development. This concept arose from the awareness that work and personal life have the potential to cause conflict (Agusthina, 2024). Achieving work-life balance is influenced by various factors, both individual and environmental. According to Moorhead and Griffin (2013), these factors are divided into four categories : individual factors, organizational factors, social environmental factors, and other influences. Research by Hafid (2017) showed that work-life balance had a negative and significant effect on employee turnover intentions in the Food & Beverage Division of Hotel Indonesia Kempinski Jakarta. Similarly, Milla (2021) found that work-life balance had a negative and significant effect on employee turnover intentions at Perum BULOG Jakarta. Furthermore, Daniel (2019) reported that work-life balance negatively affected employee turnover intentions in the production division at PT Mustika Dharmajaya. Based on the theoretical and empirical findings, the hypothesis proposed is :

H2 : Work-Life Balance has a negative effect on turnover intention among employees of manufacturing companies.

Research Framework

The research model presented explains that the variables of organizational citizenship behavior and work-life balance will be analyzed for their influence on turnover intention. The graphical model illustrates the relationship between the independent variables of organizational citizenship behavior and work-life balance and the dependent variable of turnover intention.

The following is an illustration of the research framework in this study:



Source : Constructed by the authors for this study, 2025

Figure 1
Research Framework

METHOD

This study employed a quantitative approach with a survey method. The study population comprised Generation Z workers in Semarang City aged 18–28 years and had worked for at least one year. The sampling technique used quota sampling with a sample size of 191 respondents. Quota sampling is a technique for determining samples from a population that has certain characteristics until the specified number (quota) is met (Sugiyono, 2016). The research instrument was a questionnaire with a Likert scale of 1–5. Data analysis techniques used were multiple linear regression, validity testing, reliability testing, F-test, and t-test (Ghozali, 2018).

RESULTS AND DISCUSSION

Validity Test

Validity testing is used to measure the validity of an instrument used in the variables being studied. Validity testing in this study is considered valid if it meets two requirements: a Kaiser-Meyer-Olkin (KMO) value of more than 0.7 and a loading factor (component matrix) value of more than 0.4. The results of the validity test are displayed in the following table:

Table 2
Validity Test Result

Variable	Indicator	KMO	Loading Factor > 0,40	Description
Turnover (Y)	Y.1	0,906	0,620	Valid
	Y.2		0,799	
	Y.3		0,834	
	Y.4		0,701	
	Y.5		0,804	
	Y.6		0,666	
	Y.7		0,803	
	Y.8		0,828	
	Y.9		0,786	
	Y.10		0,563	
Organizational Citizenship Behavior (X1)	X1.1	0,914	0,737	Valid
	X1.2		0,690	
	X1.3		0,715	
	X1.4		0,644	
	X1.5		0,711	
	X1.6		0,700	
	X1.7		0,777	

	X1.8		0,751	
	X1.9		0,808	
	X1.10		0,732	
	X2.1		0,811	Valid
	X2.2		0,803	Valid
	X2.3		0,784	Valid
	X2.4		0,786	Valid
Work Life Balance (X2)	X2.5	0,912	0,751	Valid
	X2.6		0,827	Valid
	X2.7		0,654	Valid
	X2.8		0,781	Valid
	X2.9		0,791	Valid

Source : Processed data using SPSS version 31, 2025

Based on the results of the factor analysis, all items in each variable were declared valid because they met the construct feasibility requirements, namely a KMO value >0.7 , a significant Bartlett test, and all factor loadings >0.4 . This indicates that all indicators in the questionnaire are able to measure the variables accurately and consistently.

Reliability Test

Reliability testing serves as a method for assessing questionnaires that reflect indicators of a variable or construct. A questionnaire can be considered reliable if the responses given by individuals to statements remain consistent over time. SPSS software provides a feature for measuring reliability by applying the Cronbach's Alpha (α) statistical test to questions from various variables.

Table 3
Reliability Test Result

Variable	Cronbach's Alpha	Standart Alpha	Description
Turnover Intention (Y)	0,899	0,70	Reliable
Organizational Citizenship Behavior (X1)	0,910	0,70	Reliable
Work Life Balance (X2)	0,915	0,70	Reliable

Source : Processed data using SPSS version 31, 2025

Based on the reliability test results, all variables had Cronbach's Alpha values above 0.70, indicating that the instrument used was reliable. This means that each item in the variable had strong internal consistency and produced stable and reliable data.

Regression Analysis

Regression analysis is used to determine the effect of independent variables on the dependent variable and to measure the contribution of each independent variable to changes in the dependent variable. Data processing was performed using SPSS, and the results are presented in the following table:

Table 4
Result of Regression Analysis

Model	<i>Coefficients^a</i>			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	1.583	,402		3.937	.000
Organizational Citizenship Behavior (X1)	,488	,152	,356	3.204	.002
Work Life Balance (X2)	-,032	,132	-,027	-,246	.806

a. Dependent Variable: Turnover (Y)

Source : Processed data using SPSS version 31, 2025

Explanation of the analysis results displayed $Y1=0.356X1-0.027X2$. Organizational Citizenship Behavior (OCB) has a positive and significant effect on turnover intention. The regression coefficient value of 0.488 indicates that each increase in OCB is followed by an increase in intention to leave the organization. This effect is statistically significant with a significance value of 0.002 ($p < 0.05$). Meanwhile, 2. Work-Life Balance (WLB) does not have a significant effect on turnover intention. The regression coefficient value of -0.032 with a significance value of 0.806 ($p > 0.05$) indicates that WLB does not have a significant effect on turnover intention.

Coefficient of Determination (R^2) test

The coefficient of determination (R^2) is used to measure the extent to which an independent variable is able to explain variation in the dependent variable. The R^2 value ranges from 0 to 1, with the closer it is to 1, the better the regression model is able to explain the dependent variable. The results of the R^2 calculation are presented in the following table:

Table 5
Coefficient of Determination (R^2)

Model	<i>Model Summary^b</i>			
	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.335 ^a	.112	.103	.80053

a. Predictors: (Constant), Work of Life Balance, Organizational Citizenship Behavior

Source : Processed data using SPSS version 31, 2025

Based on the coefficient of determination (r^2) obtained from data processing, it was 0.112, as shown in the model summary table. This means that the independent variables OCB and WLB each account for 11.2% of the variation in the turnover intention variable. Meanwhile, the remaining 88.8% is explained by other factors not examined in this study. Furthermore, the adjusted R Square value of 0.103 indicates that although OCB and WLB influence turnover intention, this influence is considered weak or low. This could be due to several factors, including the more dynamic characteristics of Generation Z and their differing expectations regarding the workplace, which may result in factors such as OCB and WLB being less dominant in influencing their decisions to stay or leave a company.

F test

The F-test is used to assess the significance of the simultaneous influence of independent variables on the dependent variable in a regression model. A model is declared valid and suitable for prediction if the significance value is less than 0.05. The results of the F-test are presented in the following table:

Table 6
Result F test

<i>ANOVA^a</i>						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	15.249	2	7.624	11.897	.000 ^b
	Residual	120.478	188	.641		
	Total	135.727	190			

a. Dependent Variable: Turnover Intention

b. Predictors: (Constant), Work of Life Balance, Organizational Citizenship Behavior

Source : Processed data using SPSS version 31 , 2025

The results obtained in the ANOVA table show that the calculated F value is 11.897 with a significance level (Sig.) of 0.000. Based on a significance value smaller than 0.05 ($p < 0.05$), the regression model shows overall significance.

t-test

The t-test is used to partially test the significance of the relationship between the independent variable (X) and the dependent variable (Y). This test shows the extent to which each independent variable individually explains variation in the dependent variable. The SPSS output results are presented as follows:

Table 7
Result t-test

Model	<i>Coefficients^a</i>			T	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	1.583	.402		3.937	.000
Organizational Citizenship Behavior	.488	.152	.356	3.204	.002
Work of Life Balance	-.032	.132	-.027	-.246	.806

a. Dependent Variable: Turnover Intention

Source : Processed data using SPSS version 31, 2025

- Hypothesis 1: Organizational Citizenship Behavior (OCB) has a positive and significant effect on turnover intention. The results show that OCB significantly influences turnover intention, with a significance value of 0.002 ($p < 0.05$). This finding indicates that higher OCB, higher turnover rates. This relationship is inconsistent with the direction of the initial hypothesis. Therefore, H1 is rejected.
- Hypothesis 2: Work-Life Balance (WLB) has no effect on turnover intention. The WLB variable's significance value is 0.806 (> 0.05), indicating that H2 is rejected. This result indicates that work-life balance does not significantly influence turnover intention.

Discussion

The results of the study indicate that OCB has a positive and significant effect on turnover intention, with a significance value of 0.002 (<0.05). A positive regression coefficient of 0.488 indicates that the higher the OCB behavior demonstrated by respondents, the tendency to have an intention to leave the organization actually increases. This finding implies that in Generation Z with high OCB does not always reflect long-term loyalty, especially if it is not accompanied by a fair reward system. However, the results of this study deviate slightly from previous research, which found that OCB generally has a negative and significant effect on turnover intention (Felia, 2021). Another study by Sobaruddin and Violinda (2024) showed that OCB negatively impacted turnover intention among employees at PT. Dasaplast Nusantara Jepara.

Meanwhile, the results of the regression analysis, the WLB variable does not have a significant effect on turnover intention, with a significance value of 0.806 (>0.05) and a small negative regression coefficient (-0.032). Generation Z places greater emphasis on career development, recognition, and clarity of work direction than simply personal-time balance. Nevertheless, a high average WLB score still indicates that the company has succeeded in providing relatively flexible working conditions.

The results of this study align with several previous findings. Research by Oktaviani and Budiono (2018) showed that work-life balance had no significant effect on employee turnover among PT Berlian Jasa Terminal Indonesia. Similar findings were also reported by Nurdin and Rohaeni (2020), who stated that work-life balance had no significant effect on employee turnover among millennials in Bandung.

Furthermore, Zamzamy et al. (2021) also demonstrated that work-life balance had no significant effect on employee turnover among teachers at the Jakarta Islamic Secondary School.

CONCLUSION AND SUGGESTIONS

Organizational Citizenship Behavior (OCB) has a positive and significant effect on turnover intention. This indicates that the higher the level of OCB behavior demonstrated by employees, the greater the intention to leave the organization. This could be due to inadequate compensation or inadequate systems. Work-Life Balance (WB) does not have a significant effect on turnover. This means that, in the context of Generation Z in Semarang, employees' perceptions of work-life balance do not directly influence their decisions to leave their jobs.

Based on the results of this study, several suggestions for future research are recommended. Further research is recommended to develop a longitudinal model to observe the influence of OCB and WLB on turnover intention over a period of time, rather than just at a single point in time, to improve the model. Further research is recommended to add other variables to the research model, such as job satisfaction, leadership style, or work motivation, which are predicted to influence turnover intention.

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