

Gen Y Employee Retention: The Interplay of Work-Life Balance, Supervisor Support, and Engagement in Semarang

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ABSTRACT

Intention to quit is a critical issue for organizations, as it can disrupt the stability of human resource management and lead to increased turnover rates. This study focuses on Generation Y employees, aged 28-43 years, working in various companies across the manufacturing, service, and trading sectors in Semarang City. Using a quantitative approach with a simple random sampling technique, data were collected from 100 respondents to examine the influence of work-life balance, supervisor support, and employee engagement on intention to quit. The results of hypothesis testing reveal that work-life balance has a positive but insignificant influence on intention to quit, leading to the rejection of H1. This suggests that while work-life balance is important, it may not be a decisive factor in reducing quit intentions among Generation Y employees. On the other hand, supervisor support demonstrates a negative and significant influence on intention to quit, supporting the acceptance of H2. This highlights the crucial role of supportive leadership in retaining employees. Meanwhile, employee engagement shows a negative but insignificant influence on intention to quit, resulting in the rejection of H3. This indicates that while engagement initiatives are beneficial, they may not be sufficient alone to curb quit intentions. Based on these findings, organizations are advised to reevaluate their work-life balance policies, enhance employee engagement programs, and develop comprehensive retention strategies tailored to the needs of Generation Y employees. By addressing these areas, companies can better mitigate quit intentions and foster a more stable and committed workforce.

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1. INTRODUCTION

Work-life balance means that an employee achieves a balance between work, home, and other life roles (Soomro et al., 2018). Work-life balance emphasises the compatibility between employees' personal and professional lives (Haar et al., 2019). Work-life balance is critical in achieving employees' psychological, emotional and cognitive stability, which drives organisational effectiveness (Le et al., 2020). Many organisations in recent history have developed strategies to reward long working hours and organisational commitment, which has subsequently resulted in work-life conflict (defined as the inability to divide time between personal life and work life) leading to burnout and stress among employees. Poor work-life balance has negative consequences on employee health and well-being, as well as organisational performance (Irfan et al., 2023). Therefore, work-life imbalance leads to higher which may lead to greater turnover intention among employees (Kumara & Fasana, 2018).

One of the primary reasons Generation Y (those born between 1981 and 1996) was chosen as the focus of this study is their distinct characteristics and behaviors in the workplace compared to other generations. Research has consistently shown that Generation Y employees demonstrate a higher propensity for career mobility, which often translates into higher turnover rates than previous generations (Chami-Malaeb, 2022). This tendency poses a significant challenge for organizations, particularly those striving to maintain stability in human resources and reduce recruitment and training costs associated with frequent employee turnover. As reported by the Semarang City Central Bureau of Statistics (BPS), Generation Y represents the dominant demographic in the workforce, making their behaviors and retention strategies critical to sustaining organizational success in this region (McCarthy et al., 2020).

Additionally, Generation Y is characterized by unique values and priorities, including a strong emphasis on achieving work-life balance, a desire for meaningful engagement in their roles, and an expectation of supportive relationships with their supervisors. Unlike Baby Boomers or Generation X, who may prioritize job security and long-term tenure, Generation Y employees often seek roles that align with their personal goals, provide flexibility, and foster professional growth. Generation Y is a demographic group with unique characteristics that differentiate them from previous generations. According to the Central Bureau of Statistics (BPS) of Semarang City, Generation

Y constitutes a dominant portion of the workforce in many companies, both private and public. This generation tends to have high career mobility (Poernamasari et al., 2023). Born between 1981 and 1996, Generation Y places great importance on maintaining a balance between personal life and work. They not only strive for career success but also seek time and energy for family, hobbies, and personal development (Rasheed et al., 2020).

Previous research has highlighted that work-life balance plays a crucial role in Generation Y's decision to stay in an organization. If work-life balance is disrupted, turnover intention tends to increase (Kerdipitak & Jemsittiparsert, 2020). A study by also found that poor work-life balance can heighten stress and job dissatisfaction, ultimately pushing employees to seek other job opportunities. Moreover, supervisor support is a significant factor influencing turnover intention. Research by Iqbal et al. (2020) and Kissi et al. (2023) demonstrated that supportive supervisors can reduce turnover intention by enhancing employee satisfaction and organizational commitment. However, (Indra et al., 2023) found that while supervisor support contributes positively, other factors such as career advancement opportunities and compensation remain primary considerations for Generation Y when deciding whether to stay or leave a company.

Regarding employee engagement, studies by Nauer & Kumar (2020) and (Aggarwal et al., 2022) indicated that high levels of employee engagement could decrease turnover intention. However, some other studies suggest that despite high engagement, external factors such as work pressure and career expectations still influence their decision to leave an organization. Understanding these dynamics is crucial for organizations in Semarang and beyond (Wallenburg & Handfield, 2022). To retain Generation Y employees, companies need to develop more flexible management strategies, such as improving work-life balance policies, implementing effective employee engagement programs, and ensuring that supervisors actively foster a supportive and motivating work environment.

To address this issue, human resource experts are integrating work-life balance practices with strategic business objectives to instil in employees a better perception of their work environment to achieve work-related outcomes (Amah & Ogah, 2021). Many reviews have highlighted the importance of work-life balance in achieving better work outcomes (Casper et al., 2018). The behaviour of employees throughout the company determines the state of the company. Highly successful companies are often undermined by various employee behaviours that are difficult to prevent. The desire to leave or the intention to quit can cause employees to leave the company.

Intention to quit has serious negative consequences for organisations but may be beneficial for individual employees. A wealth of literature relating to intention to quit, both theoretical and empirical, has been generated (Bolt et al., 2022). The intention to quit itself can occur due to various reasons, such as salary and promotion, confirmation and rewards, access to information, and so on. Other reasons such as the company's management capabilities, poor working conditions, and lack of career opportunities may be one of the reasons for the high level of intention to quit (Taheri et al., 2019).

Many companies have employees who experience intentions to quit due to internal (often family) and work conflicts. This also makes it necessary for companies to choose the right supervisor for employees in order to implement a supportive supervisor. Supportive supervisor behaviour is intended to help employees better fulfil their work and family responsibilities and improve work and family relationships (Gull et al., 2023).

There are other factors that can influence intention to quit, such as employee engagement. Low employee engagement has the possibility to have an impact on decreasing productivity in the organisation, where it is due to employees who have a sense of not being attached to the organisation, which then makes employees not give their best performance for the organisation (Gordon & Parikh, 2021). Employee engagement itself is a business management concept that shows that employees who have high enthusiasm for their work will provide effort in collaborating for the achievement of the organisation (Albrecht & Marty, 2020). Employee engagement comes as an attempt to develop previous concepts, such as employee commitment, job satisfaction, and employee organisational behaviour (Na-Nan et al., 2021).

Generation Y is a demographic group that has unique characteristics and is different from previous generations. Currently, according to Semarang City's Central Bureau of Statistics (BPS), Generation Y is the dominant workforce in many companies, both private and public, and Generation Y tends to have a high degree of career mobility. Generation Y are those born between 1981 and 1996. This generation places great importance on work-life balance, where they not only want to be successful in their careers, but also want to have time and energy for family, hobbies, and self-development. Semarang is one of the major cities in Indonesia with rapid economic growth. This condition attracts many companies to open branches in this city, so the Gen Y population working in Semarang is quite large. Semarang has a wide variety of industries, ranging from manufacturing, services, to trade. This diversity of industries allows researchers to obtain more representative data on the influence of various factors on the intention to quit work in generation Y (Poernamasari et al., 2023).

2. METHOD

The research method used is a quantitative approach with a survey design, involving 100 respondents who are Generation Y employees working in companies located in Semarang City. The age range for Generation Y in this study was defined as 28–43 years old. Data processing was conducted using SmartPLS version 4 to analyze the relationships between key variables.

This study employed a purposive sampling method, ensuring that only individuals who met specific predetermined criteria were included. The primary criteria required participants to be Generation Y employees (aged 28–43 years) working in companies within Semarang City. These companies were selected from various sectors, including manufacturing, services, and trade, representing a diverse economic landscape. The use of purposive sampling was deliberate, as it allowed the study to focus on the unique characteristics and turnover tendencies of Generation Y employees within a dynamic urban workforce.

The justification for employing purposive sampling rather than random sampling lies in its ability to enhance the relevance of the findings for the specific target demographic under investigation. Random sampling, while beneficial for broad generalizability, may have included individuals who do not fit the precise criteria of interest, potentially diluting the study's ability to derive meaningful insights about Generation Y's workplace behavior. By selecting respondents who explicitly fit the study's focus, purposive sampling ensures a more accurate analysis of factors influencing work-life balance, supervisor support, employee engagement, and intention to quit among this generation.

However, a key limitation of purposive sampling is that the results cannot be broadly generalized beyond the studied population (Lim, 2022). While the selected companies provide a diverse representation of industries, the findings are context-specific to Generation Y employees in Semarang (Cooper-Thomas & Morrison, 2018). Future research could complement this approach with larger, randomized samples or cross-regional comparisons to enhance external validity. Despite this limitation, the richness of insights gained from a well-defined sample makes purposive sampling an appropriate choice for studies seeking in-depth exploration of specific workforce segments.

The companies included in the study varied in size, ranging from small and medium enterprises (SMEs) to larger organizations, providing a broad spectrum of workplace environments. This diversity was essential to ensure that the findings captured the range of challenges faced by Generation Y employees across different industries. The geographic focus on Semarang was based on its status as a major economic hub in Indonesia, where Generation Y comprises a significant portion of the workforce (Wardana et al., 2020). By situating the study in this context, the research aims to generate actionable insights for organizations seeking to address employee retention challenges specific to this demographic. The study employed a structured questionnaire with a five-point Likert scale to measure respondents' perceptions. The scale ranged from 1 ("strongly disagree") to 5 ("strongly agree"), capturing the intensity of respondents' attitudes toward variables such as work-life balance, supervisor support, employee engagement, and intention to quit. To ensure the reliability and validity of the measurement tools, the questionnaire underwent a pre-test phase with 20 respondents before full-scale distribution.

Reliability testing was conducted using Cronbach's Alpha to determine internal consistency, with all variables achieving a value greater than 0.7, indicating acceptable reliability. Additionally, the instrument was validated through content validation, involving feedback from human resource management experts to ensure that the items appropriately measured the intended constructs (Yu et al., 2022). The finalized questionnaire was then distributed to 100 Generation Y employees from various sectors in Semarang City. This rigorous approach ensured that the survey instrument was both reliable and effective for the study's objectives.

3. RESULT AND DISCUSSION

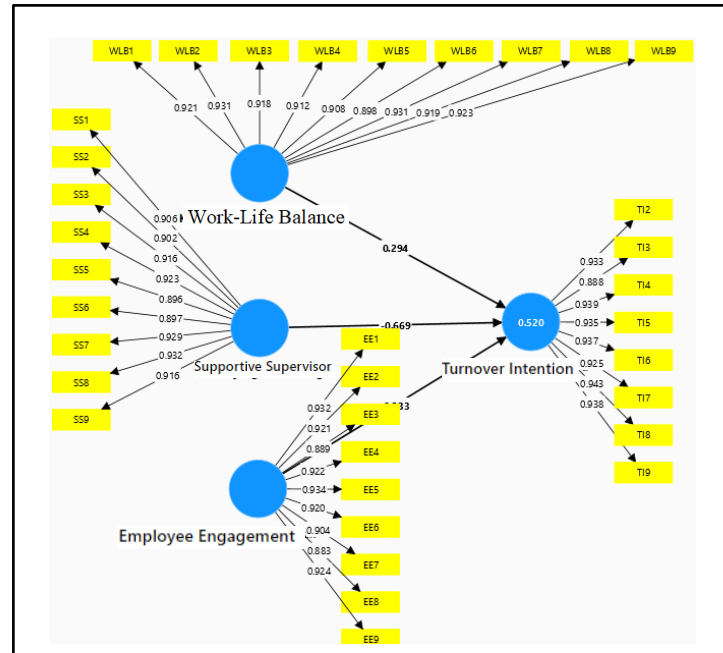


Figure 1. Graphic Output

Outer Model Test

a. Convergent Validity

Table 1. Convergent Validity

	Outer Loadings
WLB1	0.921
WLB2	0.931
WLB3	0.918
WLB4	0.912
WLB5	0.908
WLB6	0.898
WLB7	0.931
WLB8	0.919
WLB9	0.923
SS1	0.906
SS2	0.902
SS3	0.916
SS4	0.923
SS5	0.896
SS6	0.897
SS7	0.929
SS8	0.932
SS9	0.916
EE1	0.932
EE2	0.921
EE3	0.889
EE4	0.922
EE5	0.934
EE6	0.920
EE7	0.904
EE8	0.883
EE9	0.924
TI2	0.933
TI3	0.888

TI4	0.939
TI5	0.935
TI6	0.937
TI7	0.925
TI8	0.943
TI9	0.938

The outer loadings on in convergent validity shows that all indicators have a value of more than 0.7, which shows that all indicators have a valid value (Ghozali, 2016). Because all variable indicators have a high level of validity, they fulfil convergent validity, and can be continued in the next test. In the IT1 indicator, the value is below 0.70 so it is eliminated.

Average Variance Extracted Test

Table 2. Convergent Validity

	<i>Average variance extracted (AVE)</i>
Supportive Supervisor	0.834
Work-Life Balance	0.843
Employee Engagement	0.836
Intention to Quit	0.865

Convergent validity can be seen through the AVE value, where in table 2 it is known that the AVE value for each variable is above 0.5. This shows that there are no problems in the convergent validity of the tested model, so the constructs in this research model do not need to be modified.

b. Discriminant Validity

Table 3. Cross Loadings

	Supportive Supervisor	Work-Life Balance	Employee Engagement	Intention to Quit
EE1	0.555	0.774	0.932	-0.464
EE2	0.590	0.768	0.921	-0.448
EE3	0.601	0.749	0.889	-0.451
EE4	0.613	0.786	0.922	-0.543
EE5	0.568	0.807	0.934	-0.474
EE6	0.573	0.782	0.920	-0.442
EE7	0.609	0.725	0.904	-0.466
EE8	0.591	0.798	0.883	-0.481
EE9	0.556	0.768	0.924	-0.431
SS1	0.906	0.603	0.588	-0.619
SS2	0.902	0.526	0.561	-0.602
SS3	0.916	0.624	0.627	-0.650
SS4	0.923	0.569	0.563	-0.633
SS5	0.896	0.544	0.582	-0.691
SS6	0.897	0.544	0.591	-0.654
SS7	0.929	0.577	0.589	-0.651
SS8	0.932	0.607	0.616	-0.630
SS9	0.916	0.520	0.534	-0.607
TI2	-0.668	-0.470	-0.541	0.933
TI3	-0.604	-0.284	-0.379	0.888
TI4	-0.658	-0.423	-0.526	0.939
TI5	-0.668	-0.394	-0.474	0.935
TI6	-0.647	-0.328	-0.444	0.937
TI7	-0.631	-0.398	-0.502	0.925
TI8	-0.669	-0.382	-0.482	0.943
TI9	-0.656	-0.325	-0.459	0.938
WLB1	0.572	0.921	0.780	-0.378
WLB2	0.603	0.931	0.788	-0.378
WLB3	0.565	0.918	0.769	-0.371

WLB4	0.605	0.912	0.807	-0.385
WLB5	0.546	0.908	0.781	-0.347
WLB6	0.522	0.898	0.735	-0.334
WLB7	0.615	0.931	0.806	-0.381
WLB8	0.553	0.919	0.758	-0.376
WLB9	0.556	0.923	0.763	-0.386

The estimated cross loadings shows that the loadings value for each indicator item on the construct is greater than the cross-loading value at Table 3. Where this shows that the latent variable has good discriminant validity, namely the indicator in the construct indicator block has a better value when compared to the indicators in other blocks. Based on the results of the cross loadings analysis, it is known that there are no problems with discriminant validity, so the data is considered valid.

Reliability Test

Table 4. Reliability Test

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
Supportive Supervisor	0.975	0.976	0.978
Work-Life Balance	0.977	0.977	0.980
Employee Engagement	0.975	0.977	0.979
Intention to Quit	0.978	0.978	0.981

Based on table 4, it is known that the value of composite reliability is at a value greater than 0.7, so composite reliability is accepted. Then, at the Cronbach's Alpha value, it is known that the value of Cronbach's Alpha > 0.6, so the questionnaire is declared reliable.

Inner Model Test

a. R Square

Table 5. R Square

	R-square	R-square adjusted
Intention to Quit	0.520	0.505

Table 5 shows that R Square has a value of 0.520, which indicates that R Square is in a moderate model, so the research can be continued.

b. F Square

Table 6. F Square

	Intention to Quit
Supportive Supervisor	0.530
Work-Life Balance	0.049
Employee Engagement	0.061

Based on table 6, it is known that the value of F Square of supportive supervisor on intention to quit is 0.530, which indicates a strong model. Then, work-life balance on intention to quit is 0.049, which indicates a weak model, and employee engagement on intention to quit is 0.061, which indicates a weak model.

c. Q Square

$$\begin{aligned}
 Q^2 &= 1 - (1 - R_1^2)(1 - R_2^2) \dots (1 - R_p^2) \\
 Q^2 &= 1 - (1 - 0.520^2) \\
 Q^2 &= 1 - (1 - 0.270) \\
 Q^2 &= 1 - 0.730 \\
 Q^2 &= 0.270
 \end{aligned}$$

Based on the calculations below, it is found that the Q Square value is 0.270, where the Q Square value is more than 0 and towards 1 and enters the predictive model medium. So the model is declared to have good predictive relevance.

Hypothesis Test (Bootstrapping)**Table 7. Total Effects**

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Supportive Supervisor → Intention to Quit	-0.669	-0.679	0.085	7.862	0.000
Work-Life Balance → Intention to Quit	0.294	0.248	0.185	1.590	0.112
Employee Engagement → Intention to Quit	-0.333	-0.285	0.207	1.606	0.108

Based on table 7, it is known that:

1. The coefficient of the work-life balance parameter on intention to quit is 0.294, which means the effect is positive. Based on the calculation by bootstrapping, with the results of the test coefficient estimate of work-life balance with intention to quit, the bootstrap result is 0.248 with a standard deviation of 0.185, and a p value of $0.112 > 0.05$, which indicates insignificant. Based on these results, H1 is rejected because it has a positive and insignificant effect.
2. The coefficient of the supportive supervisor parameter on intention to quit is -0.669, which means the effect is negative. Based on the calculation by bootstrapping, with the results of the test coefficient estimate of a supportive supervisor on intention to quit, the bootstrap result is -0.679 with a standard deviation of 0.085 and a p value of $0.000 < 0.05$, which indicates significant. Based on these results, H2 is accepted because it has a negative and significant effect.
3. The coefficient of employee engagement parameter on intention to quit is -0.333, which means the effect is negative. Based on the calculation by bootstrapping, with the results of the test coefficient estimate of employee performance on intention to quit, the bootstrap result is -0.285 with a standard deviation of 0.207 and the p value is $0.108 > 0.05$, which indicates insignificant. Based on these results, H3 is rejected because it has a negative and insignificant effect.

The Effect of Work-Life Balance on Intention to Quit

The hypothesis testing results indicate that work-life balance has a positive but insignificant effect on intention to quit. The original sample (O) value for work-life balance on intention to quit is 0.294, with a sample mean (M) of 0.248 and a standard deviation of 0.185, yielding a p-value of 0.112, which is greater than the 0.05 significance level, leading to the rejection of H1. This result aligns with prior studies by (Kerdipitak & Jernsittiparsert, 2020) and (Foo & Adam, 2021), who similarly found that work-life balance does not significantly impact turnover intention. Conventionally, a well-balanced work-life structure is expected to negatively correlate with an employee's intention to quit, as it contributes to overall job satisfaction. However, the positive but insignificant effect found in this study suggests the presence of context-specific factors that moderate this relationship.

One plausible explanation is rooted in the workplace culture of Semarang, where job security and financial stability often take precedence over work-life balance. Employees in developing economies like Indonesia may tolerate a poor work-life balance if the job provides stable income and career progression opportunities (Foo & Adam, 2021). This is further reinforced by collectivist cultural norms, where employees prioritize organizational commitment over personal well-being (Kumara & Fasana, 2018). Additionally, organizational expectations in Semarang may emphasize long working hours and high levels of dedication, which could normalize an imbalanced work-life structure. Without tangible improvements such as flexible work schedules, paid leave policies, or wellness programs, work-life balance alone may not be a sufficient driver to reduce turnover.

The Effect of Supportive Supervisor on Intention to Quit

The study confirms that supervisor support has a significant negative effect on intention to quit, with an original sample (O) value of -0.669, sample mean (M) of -0.679, standard deviation of 0.085, and a p-value of 0.000. This leads to the acceptance of H2. This result is consistent with (Indra et al., 2023), who found that strong supervisor support reduces employee turnover intention by fostering a more engaging and supportive work environment. Employees who feel valued and supported by their supervisors are more likely to remain committed to their organization. The statistical strength of this relationship suggests that managerial interventions focused on

enhancing supervisor-employee relationships could be one of the most effective retention strategies for companies in Semarang. Practical steps to strengthen this aspect include:

1. Leadership training for supervisors to develop skills in communication, feedback delivery, and conflict resolution.
2. Regular check-ins between employees and managers to assess workload, job satisfaction, and professional development needs.
3. Mentorship programs that create a support system within the organization.

The Effect of Employee Engagement on Intention to Quit

The findings indicate that employee engagement has a negative but insignificant effect on intention to quit. The original sample (O) value is -0.333, sample mean (M) of -0.285, standard deviation of 0.207, and a p-value of 0.108, leading to the rejection of H3. This contradicts prior research, such as [Aggarwal et al. \(2022\)](#), which found a significant relationship between employee engagement and turnover intention. The lack of significance in this study suggests that the concept of engagement may not directly translate into retention for Generation Y employees in Semarang.

One possible explanation is that traditional engagement strategies (such as team-building activities or workplace perks) may not align with employees' core motivations. In Western contexts, high engagement often correlates with job satisfaction and lower turnover rates ([Albrecht & Marty, 2020](#)). However, in Semarang's workforce, career progression and financial incentives may be more critical than engagement activities alone. Employees may not perceive engagement initiatives as offering tangible long-term benefits unless they are tied to clear career growth opportunities or job security.

This highlights the need for tailored engagement strategies, such as:

1. Linking engagement programs to career development (e.g., mentorship, leadership pathways).
2. Providing incentives for high performance, such as bonuses or promotions.
3. Ensuring engagement activities align with employees' professional aspirations, rather than generic team-building exercises.

Managerial Implications and Contextual Considerations

These findings challenge the assumption that universal retention strategies apply across different workplace cultures. While work-life balance and engagement are commonly promoted as key retention tools, their effectiveness in Semarang appears limited due to economic, cultural, and organizational factors.

For managers and HR practitioners, this study suggests a more localized approach to reducing turnover:

1. Recognizing the primacy of job security – Financial stability remains a dominant factor in employee retention in Indonesia. Competitive compensation packages and structured career growth plans may be more effective than engagement initiatives alone.
2. Fostering supervisor support – Given the significant negative effect of supervisor support on turnover intention, investing in leadership development programs should be a top priority.
3. Adapting work-life balance policies – While the study found work-life balance to be insignificant, providing customized flexibility (e.g., remote work options, flexible shifts) could still enhance retention in specific employee segments.

Theoretical Contributions and Future Research Directions

This study adds to the literature by demonstrating that cultural and economic contexts significantly moderate turnover intention predictors. The findings support ([Giauque et al., 2019](#)), who argue that retention strategies must be context-specific rather than universally applied. Future research could explore:

1. Longitudinal studies to assess whether changing workplace policies impact turnover intention over time.
2. Qualitative research to gain deeper insights into employees' perceptions of engagement and work-life balance.
3. Comparative studies between different cities or industries in Indonesia to determine whether these findings hold across various contexts.

4. CONCLUSION

Based on the analysis and interpretation of the results described in chapter IV, it can be concluded that the findings of this study found that work-life balance has a positive but insignificant influence on intention to quit among generation Y employees in Semarang City, which means H1 is rejected which contradicts the initial hypothesis. Then, a supportive supervisor has a negative and significant influence on intention to quit, which means H2 is accepted which is in line with the initial hypothesis. Then, employee engagement has a negative and

insignificant influence on intention to quit, meaning H3 is rejected where although the direction of the relationship is in line with the hypothesis, the lack of statistical significance suggests that employee engagement may not have as large a role as expected in influencing intention to quit among generation Y employees in Semarang City.

When an employee has a good work-life balance, the intention to quit should tend to be low and have a negative result. These results suggest complexity in the relationship between work-life balance and intention to quit among Generation Y employees in Semarang City. Then, by having a good and supportive supervisor, an employee will feel comfortable in his/her job and the intention to quit will tend to be lower, and with good employee engagement, employees will have a lower probability of intention to quit.

In the results of the analysis and discussion in research that has a relationship with the influence of work-life balance, supportive supervisors, and employee engagement on intention to quit (a study on generation Y company employees in Semarang City), it is hoped that it can help provide benefits to parties who have an interest, especially for companies in Semarang City, both private and public, which have generation Y employees. The implication in this study is to improve leadership training programmes. Companies need to design and implement more effective leadership training programmes (Lee & Chon, 2021). The design can be related to programmes that enhance leadership training such as communication training programmes, conflict management training, or work-life balance training. In addition, the company can implement an effective employee suggestion system to get an increase in the sense of ownership and employee involvement in decision making so as to produce a supportive boss for employees.

Based on the research results, the role of a supportive supervisor is crucial in influencing Generation Y employees' intention to leave. To strengthen this, the company needs to focus on several things, namely improving the leadership ability of superiors in providing mentoring and coaching, facilitating effective communication between superiors and subordinates, providing appropriate recognition and rewards, and developing a clear career development plan. In addition, the Company also needs to create a work environment that supports the balance between personal and professional life.

This study provides meaningful contributions to the existing literature on employee retention by offering insights into the complex interplay of work-life balance, supervisor support, and employee engagement in influencing intention to quit, specifically among Generation Y employees in Semarang. While previous research has largely emphasized the universal significance of work-life balance and engagement in reducing turnover intentions (Albrecht & Marty, 2020); (Foo & Adam, 2021), the findings of this study challenge these assumptions by demonstrating that their effects may vary in localized contexts. The insignificance of work-life balance and employee engagement suggests that the cultural and economic environment plays a pivotal role in shaping employees' perceptions of job satisfaction and turnover.

Theoretically, this study expands the body of literature by highlighting the moderating influence of local cultural and organizational norms on established retention frameworks. The unique characteristics of Generation Y employees in Semarang—such as their prioritization of financial security and career advancement over work-life balance—underscore the importance of contextualizing global retention strategies to reflect regional workplace dynamics. In particular, the findings suggest that in developing economies, job security and clear career progression may outweigh the benefits of flexible working conditions or engagement initiatives that are more effective in Western contexts. Additionally, the significant role of supervisor support aligns with and extends findings from prior studies (Giauque et al., 2019;2019; Indra et al., 2023), reinforcing the idea that supportive leadership is a universal determinant of turnover intention, while other factors like work-life balance and engagement may require contextual adaptation.

By shedding light on these nuances, this study contributes to a growing recognition in the literature that one-size-fits-all retention strategies are insufficient. Instead, it advocates for a more nuanced, context-specific approach that considers the unique cultural, demographic, and economic factors influencing turnover intentions. Future research should explore these dynamics further by investigating how broader structural and psychological factors interact with individual and organizational variables to shape employee behavior. In particular, longitudinal and qualitative studies could provide deeper insights into how employees' expectations and motivations evolve over time, further refining retention strategies to enhance workforce stability in different economic and cultural settings.

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