

MAPPING IDEA & LITERATURE FORMAT | RESEARCH ARTICLE

Influence of Work-Life Balance and Salary on Job Hopping Intention Among Generation Z Employees in the F&B Sector in Surabaya

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ABSTRACT

This study aims to examine the influence of work-life balance and salary on job hopping intention among Generation Z employees in the food and beverage (F&B) sector in Surabaya. A quantitative approach was employed using purposive sampling, involving 72 Generation Z employees working in the F&B sector in Surabaya. Data were collected through structured questionnaires and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS software. The findings reveal that work-life balance has a significant negative effect on job hopping intention ($\beta = -0.575$, $p < 0.001$), indicating that employees who experience a better balance between work and personal life are less likely to intend to leave their jobs. Likewise, salary has a significant negative effect on job hopping intention ($\beta = -0.383$, $p < 0.001$), suggesting that fair and adequate compensation reduces employees' intention to seek employment elsewhere. These findings highlight the importance of promoting work-life balance and implementing fair compensation practices as strategic human resource management initiatives to strengthen employee retention and reduce job hopping intention among Generation Z employees in the rapidly growing F&B industry.

Keywords: Work-Life Balance, Salary, Job Hopping, Generation Z, F&B.

I. Introduction

The current development of the modern working world exhibits highly complex dynamics, particularly with the entry of Generation Z into the professional sphere. Human resources hold a critical role in the industrial sector as the driving force to achieve organizational goals (Saputro, 2025). In efforts to retain employees, the phenomenon of job hopping, or the behavior of changing jobs within a short period of 1–2 years, has become a primary concern in human resource management (Fadiyah & Dudija, 2021). Generation Z possesses unique characteristics, wherein they prioritize work-life balance and salary adequacy over long-term loyalty to a single organization. Recent labor market developments in Indonesia indicate that job mobility among young employees has continued to increase alongside the growing participation of Generation Z in the workforce. This trend is influenced not only by the expansion of employment opportunities resulting from digitalization and the rapid growth of service industries but also by changing career expectations among younger workers. Compared with previous generations, Generation Z places greater emphasis on work-life balance, fair compensation, career development, and psychological well-being

than on long-term organizational loyalty. Consequently, job hopping has become an increasingly prominent issue in human resource management, particularly in labor-intensive industries with high employee job hopping intention, such as the food and beverage (F&B) sector.

In Surabaya, the food and beverage (F&B) culinary sector is experiencing rapid growth, which impacts the increasing demand for labor, particularly in operational positions. Based on BPS data for August 2025 (published by BPS in, 2025), Surabaya working-age population aged 15 and above reached 2,325,271 people, with a labor force of 1,641,429 people (70.59%). This increase indicates that the majority of the working-age population is within the economically active group. At the national level, the rate of job mobility in Indonesia has experienced a significant increase of up to 10% since Generation Z began to dominate the employment structure (Kustini & Anastacia, 2024). This behavior is driven by the tendency of Gen Z to view jobs in cafes or restaurants merely as stepping stones; thus, resignation decisions are frequently made impulsively as soon as they encounter minor conflicts, a toxic work environment, or are simply enticed by the illusion of abundant job opportunities due to the mushrooming of new culinary businesses. This phenomenon indicates that the professional loyalty level of Generation Z tends to be lower compared to the characteristics of the generations preceding them. This job-hopping intention is reinforced by the results of a pre-survey conducted among 25 Generation Z workers in the Surabaya F&B sector, where 52% of respondents were recorded to have a tenure of less than one year, and the remaining 48% only planned to stay for a maximum of 1–2 years.

Work-life balance is one of the variables thought to affect the intention to change jobs. A person's capacity to manage their personal and professional obligations is known as work-life balance (Langford, 2008). The high 24-hour operating demands that make Gen Z workers in the Surabaya F&B industry to deal with severe shift rotations and working hours that routinely go beyond reasonable limitations are the root cause of the work-life balance issue. As a consequence of this relentless workload, extending even into holidays, employees lose a reasonable life rhythm to rest, socialize, and maintain mental health. Generation Z tends to prioritize work-life balance as an essential part of their psychological well-being (Priambudi et al., 2026). Pre-survey results indicate that high operational demands, such as excessive working hours and erratic shift schedules, have deprived the majority of Generation Z employees in the Surabaya F&B sector of their work-life balance. Employees who perceive that their organization provides valuable resources such as support for work-life balance and fair compensation, are more likely to reciprocate with positive attitudes and behaviors, including higher performance (Agung et al., 2026). Consequently, they experience physical fatigue and lose time for their personal lives, a condition further exacerbated by the lack of tangible support from the management.

In addition to the work-life balance factor, salary adequacy is also a crucial determinant influencing job hopping intention, considering that every employee expects financial rewards commensurate with all the contributions, performance, and hard work they have dedicated to the organization (Utomo, 2013). Deep dissatisfaction arises due to the disparity between workload and compensation, where the majority of F&B workers in Surabaya still receive salaries below the minimum regional wage (UMK) standard. This practice violates (Law (UU) Number 6 of 2023 concerning the Stipulation of Government Regulations in Lieu of Law Number 2 of 2022 concerning Job Creation into Law, 2023), especially because companies frequently neglect overtime pay rights despite the high demand for multitasking during peak hours. When employees feel that their work-life balance is supported, they tend to view the organization as playing an essential role in meeting their needs, which increases their motivation to contribute and remain loyal (Nardi & Ginting, 2026). Furthermore, unilateral management policies regarding wage deductions for operational errors cause employees' hard work to go unappreciated, thereby triggering their desire to resign and seek other employment. Generation Z employees, in particular, are known to have high expectations regarding financial well-being and the facilities offered by the company. Therefore, when the compensation received is perceived as disproportionate to the heavy workload to be borne, this dissatisfaction becomes the primary trigger driving them to engage in job hopping to find new job opportunities that can offer a much better salary (Oktafiani et al., 2025).

Although research on work-life balance, salary, and job hopping intention has been widely conducted, empirical findings remain inconsistent. Previous studies by (Nurhasanah et al., 2025) and (Amruloh et al., 2023) found that work-life balance has a significant negative effect on job hopping intention, indicating that employees with a better balance between work and personal life are less likely to seek alternative employment. In contrast, (Fadiyah & Dudija, 2021) reported a significant positive relationship, suggesting that the influence of work-life balance may vary across different organizational and industrial contexts. Similar inconsistencies are also evident in studies on salary. (Zhao, 2023) and (Oktafiani et al., 2025) found that fair and adequate salary significantly negative reduces job hopping intention by enhancing employees' financial satisfaction and organizational commitment. Conversely, (Nuralieya et al., 2023) found that salary and benefits have a significant positive effect on job hopping intention, indicating that higher expectations regarding compensation may increase Generation Z employees' intention to seek alternative employment when those expectations are not fulfilled. These inconsistent findings suggest that the effects of work-life balance and salary on job hopping intention are context-dependent and may vary across industries. Furthermore, previous studies have predominantly focused on relatively stable sectors, such as banking and manufacturing, while empirical evidence from the Indonesian food and beverage (F&B) industry, particularly in Surabaya, remains limited. Therefore, this study contributes to the existing literature by simultaneously examining the influence of work-life balance and salary on job hopping intention among Generation Z employees in the F&B sector in Surabaya, thereby extending empirical evidence from a labor-intensive service industry characterized by high employee mobility and demanding operational conditions. Given this context, the purpose of this study is to examine how salary and work-life balance affect the degree of job switching among Generation Z workers in Surabaya's culinary (F&B) industry. The study should theoretically add to the corpus of knowledge in human resource management, especially with regard to the traits and work habits of Generation Z in the service sector. Practically speaking, F&B company management can use the study's findings as evaluation material and a guide when developing more effective operational strategies and pay plans to lower employee job hopping intention rates.

II. Literature Review and Hypothesis Development

2.1 Foundation Theory

a. Work Life Balance

Work-life balance refers to an individual's ability to harmoniously balance personal and professional responsibilities, enabling greater well-being and life satisfaction (Maslichah et al., 2017). This concept emphasizes the balance of time, involvement, and satisfaction across work and personal life domains (Fisher et al., 2009). According to Role Conflict Theory, disharmony between professional and personal expectations can trigger occupational stress, whereas optimal alignment is capable of enhancing work motivation and productivity (Greenhaus & Beutell, 2006). Empirical studies regarding the influence of work-life balance on job hopping intention demonstrate diverse results, wherein (Amruloh et al., 2023) found a significant negative influence, while (Fadiyah & Dudija, 2021) indicated a positive influence. Therefore, this variable is operationalized through the indicators of time balance, involvement balance, and satisfaction balance (Anggreni, 2021).

b. Salary

Salary is a form of financial compensation provided by an organization as recognition for employees' responsibilities and contributions (Zainal, 2015). Equity Theory explains that employees who perceive their compensation as unfair are more likely to experience dissatisfaction (Stacy adams, 1963), while Expectancy Theory suggests that employees are more willing to remain in an organization when compensation meets their expectations (Vroom, 1964). Previous studies generally indicate that salary reduces job hopping intention. Empirical findings by (Zhao, 2023) as well as (Oktafiani et al., 2025) reveal that salary exerts a

significant negative influence on job hopping intention, wherein a competitive salary structure effectively reduces employee tendency to migrate to another company. The salary variable in this study is operationalized through five primary indicators, namely internal equity, external equity, an adequate standard of living, capability to meet needs, and the function of salary in driving work motivation (Siagian, 1995).

c. Intention job hopping

Job hopping intention refers to an employee's intention or willingness to voluntarily leave the current organization and seek employment elsewhere (Suryaratri et al., 2018). Conceptually, this phenomenon refers to the behavior of changing jobs as frequently as possible within a short period, often referred to as "job hopping" behavior (Oktavianisa, 2025). Based on the theory of planned behavior, this behavioral intention can be predicted through personal evaluation, the influence of the social environment, and individual self-control beliefs (Ajzen, 1991). In this study, intention job hopping is measured through indicators of job changes within less than two years, the intention to move, the emergence of boredom, and a low interest in the current job (Sianturi & Prabawani, 2020).

2.2 The Influence of Work-Life Balance on Job Hopping Intention

Work-life balance is an individual's capacity to harmoniously fulfill commitments toward both personal life and professional life (Langford, 2008). According to Role Conflict Theory, employees who are unable to balance work and personal responsibilities are more likely to experience role conflict, stress, and reduced psychological well-being, whereas achieving a balanced work-life relationship enhances work motivation and overall well-being (Greenhaus et al., 2003). Recent studies also highlight that workplace support plays an important role in helping employees maintain work-life balance and reducing their intention to leave the organization (Pathirana et al., 2025). Likewise, (Chang et al., 2017), found that employees with better work-life balance tend to experience higher job satisfaction and stronger organizational attachment. However, empirical findings remain inconsistent. (Amruloh et al., 2023) reported a significant negative relationship between work-life balance and job hopping intention, whereas (Fadiyah & Dudija, 2021), found a significant positive relationship, suggesting that the influence of work-life balance may vary across organizational and industrial contexts. Despite these inconsistencies, the majority of previous studies and the explanation provided by Role Conflict Theory indicate that employees who are able to maintain a balance between work and personal life experience lower stress, greater job satisfaction, and stronger organizational attachment, which consequently reduce their intention to seek alternative employment. Therefore, this study proposes that work-life balance has a significant negative effect on job hopping intention among Generation Z employees in the F&B sector.

H1: Work-life balance is hypothesized to exert a significant negative influence on job hopping intention.

2.3 The Influence of Salary on Job Hopping Intention

Salary constitutes a form of financial reward provided by an organization for the labor contribution and performance of employees, thereby making it a fundamental factor in the decision to remain or change jobs (Febria & Retno, 2022). According to Equity Theory (Stacy adams, 1963), employees evaluate the fairness of the compensation they receive relative to their contributions, while Expectancy Theory (Vroom, 1964) suggests that employees are more likely to remain with an organization when the rewards they receive meet their expectations. Therefore, fair and adequate compensation is expected to reduce employees' intention to seek alternative employment. Recent empirical studies generally support this relationship. (Zhao, 2023) reported that competitive salaries increase employees' well-being and reduce job hopping intention, while (Oktafiani et al., 2025) found that salary dissatisfaction is a major factor encouraging Generation Z employees to seek better employment opportunities. However, (Nuralieya et al., 2023) found that salary and benefits have

a significant positive relationship with job hopping intention, indicating that higher compensation expectations may encourage Generation Z employees to change jobs when those expectations are not fulfilled. Although previous studies have reported different findings regarding the influence of salary on job hopping intention, most empirical evidence supports the view that fair and adequate compensation reduces employees' intention to leave by increasing perceptions of equity, financial security, and organizational appreciation. In line with Equity Theory and Expectancy Theory, employees who perceive that their compensation reflects their contributions and meets their expectations are more likely to remain committed to the organization. Therefore, this study proposes that salary has a significant negative effect on job hopping intention among Generation Z employees in the F&B sector.

H2: Salary is hypothesized to exert a significant negative influence on job hopping intention.

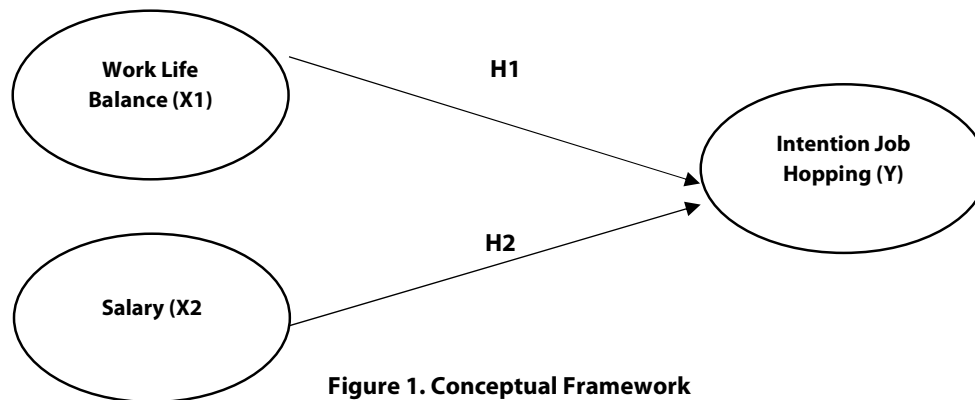


Figure 1. Conceptual Framework

III. Research Method

This study employs a quantitative approach to examine the influence of work-life balance and salary on the job hopping intention of Generation Z employees in the food and beverage (F&B) sector in Surabaya. The analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 3 software, as this analytical technique is appropriate for models involving latent variables and reflective indicators. Primary data were collected through a structured questionnaire using a five-point Likert scale and distributed online via Google Forms from May to June 2026, a period representing normal business operations that enabled respondents to evaluate their actual working conditions. The questionnaire was administered to Generation Z employees (aged 19–29) working in the Surabaya F&B sector who met the predetermined sampling criteria, namely permanent or contract employees who had experienced at least one job change. Using purposive sampling, a total of 72 valid responses were obtained. To ensure data quality, only complete questionnaires from eligible respondents were included in the analysis. Secondary data were obtained from relevant literature and supporting documents. The analysis consisted of evaluating the outer model to assess validity and reliability, followed by evaluating the inner model using path coefficients, R-square values, and bootstrapping to examine the relationships among the variables.

The research instrument consisted of a structured questionnaire developed from previously validated measurement scales. Work-life balance was measured using three indicators: time balance, involvement balance, and satisfaction balance (Anggreni, 2021). Salary was measured using five indicators: internal equity, external equity, adequate standard of living, capability to meet needs, and motivational function (Siagian, 1995). Job hopping intention was measured using four indicators adapted from (Sianturi & Prabawani, 2020). The questionnaire items were assessed using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Data collection involved questionnaire preparation, online distribution through Google

Forms, respondent screening based on the predetermined sampling criteria, verification of questionnaire completeness, and data analysis using PLS-SEM. The analysis comprised the evaluation of the outer model to assess indicator reliability, convergent validity, discriminant validity, composite reliability, and Cronbach's alpha, followed by evaluation of the inner model using path coefficients, R-square values, and bootstrapping to test the proposed hypotheses.

Participants in this investigation consisted of 72 employees from Generation Z, who worked in various companies in the food and beverage culinary sector in the city of Surabaya, with ages ranging from 19 to 29 years, where the majority of respondents (55.56%) were men and the age group of 24-26 years being the most dominant group at 51.39%. Based on the level of Education, respondents were dominated by high school/vocational school graduates (37.50%) with the majority being contract employees (62.50%). The characteristics of the companies where the respondents worked were very diverse, with the five companies contributing the most respondents including Mie Gacoan (20.83%), KFC (19.44%), McDonald's (15.28%), Starbucks (5.56%), as well as Kopi Tuku, Pizza Hut/PHD, and J.CO Donuts & Coffee each contributed 4.17%. The majority of respondents have also had a duration of work between 1-2 years (55.56%), this indicates that the participants are in the early to intermediate stages of their professional development in the food and beverage industry.

IV. Result and Discussion

4.1. Convergent Validity Test

Tabel 1. Outer Loading Values

Indicator	Work life balance (X1)	Salary (X2)	Intention Job Hopping (Y)
X1.1	0.918		
X1.2	0.891		
X1.3	0.811		
X2.1		0.929	
X2.2		0.858	
X2.3		0.853	
X2.4		0.905	
X2.5		0.904	
Y1			0.874
Y2			0.868
Y3			0.843
Y4			0.881

The results of the researcher's evaluation examine the loading factors and the Average Variance Extracted (AVE). The criteria established in this test refer to the standards of (Hair & Alamer, 2022), which dictate that the loading factor value must reach a figure exceeding 0.70 and the AVE score must exceed 0.50.

4.2. Discriminant Validity

Tabel 2. Discriminant Validity

Variables	AVE
Work-life balance (X1)	0.710
Salary (X2)	0.740
Intention Job Hopping (Y)	0.715

Referring to the presented table output, it is identified that the Salary variable exposes the highest AVE value with a magnitude of 0.740, followed by the intention job hopping variable with a value of 0.715 and Work life balance with a value of 0.710.

4.3. Composite Reliability

Tabel 3. Composite Reliability

Variables	Composite Reliability
Work life balance (X1)	0.765
Salary (X2)	0.793
Intention Job Hopping (Y)	0.751

Based on the information presented in the table, it was identified that all variables have a Composite Reliability value above 0.70. In more detailed, variable Work life balance expose the highest value of reliability with magnitude 0.765, then variable salary with a value of 0.793, and variable job hopping intention with a value of 0.751.

4.4. R-Square

Tabel 4. R-Square

Variables	R-Square
Intention Job Hopping (Y)	0.886

According to the table's data, the job hopping intention variable construct has an R-Square value of 0.886. This figure shows that the job hopping intention variable can be explained by the work-life balance and salary variables to the extent of 88.6%; the remaining 11.4% represents the contribution of variables outside the purview of this study. According to its value rating, this result is classified as moderate. This suggests that the suggested research model has an acceptable and sufficiently flexible ability to map and explain the causal links between the variables under test.

4.5. Path Coefficients and Hypothesis Testing

Tabel 5. Path Coefficients and Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistic (O/STDEV)	P-Values	Description
Work life balance (X1) -> Intention job hopping	-0.575	-0.575	0.098	5.900	0.000	Accepted
Salary (X2) -> Intention job hopping	-0.383	-0.383	0.099	3.861	0.000	Accepted

With a path coefficient value (β) of -0.575, a t-statistic of 5.900, and a p-value of 0.000, the hypothesis testing results show that work-life balance significantly reduces the intention to change jobs. As a result, this study's first hypothesis is formally accepted. According to this research, employees in Generation Z who perceive a higher level of work-life balance are less likely to engage in job hopping. This phenomena provides empirical proof that preserving job loyalty in Surabaya's culinary (F&B) business depends critically on striking a balance between personal and professional obligations. Aligned with previous findings, testing on the salary variable also demonstrates a significant negative influence on job hopping intention. This evidence is reinforced by the path coefficient value (β) of -0.383, a t-statistic of 3.861, and a p-value of 0.000, which means the second hypothesis is officially accepted. These data reveal that competitive and adequate financial compensation directly dampens employees' intentions to change workplaces. This confirms that proportional wage adjustments capable of meeting daily living needs act as a crucial determinant in enhancing retention while mitigating job hopping intentions among Generation Z in the Surabaya F&B sector.

4.6. Discussion

a. The Influence of Work-Life Balance on Job Hopping Intention

Through the results of this testing, work-life balance is proven to exert a significant negative impact on job hopping intention, thereby validating and accepting the first hypothesis. This finding confirms that the ability to align professional and personal lives functions as an effective retention factor in dampening employees' intentions to leave the company. The time balance indicator emerges as the most dominant aspect in shaping this perception; amidst intense F&B operational demands characterized by the clopening phenomenon and long working hours, employees who are capable of managing their time well tend to possess higher mental stability. This aligns with the findings in research by (Nurhasanah et al., 2025) and (Amruloh et al., 2023), which assert that the fulfillment of time balance constitutes an important pillar in maintaining the stability of the young workforce in a dynamic industry. Although discrepancies exist with the results of (Fadiyah & Dudija, 2021), such inconsistency confirms that the influence of work-life balance is highly dependent upon the industry characteristics and specific work environment pressures faced by Generation Z.

b. The Influence of Salary on Job Hopping Intention

Statistical analysis proves that the salary variable exerts a significant negative influence on job hopping intention, thereby officially accepting the second hypothesis. This finding confirms that the better the employees' perception of the adequacy of the compensation they receive, the lower their urge to seek career opportunities outside the company. The indicator of salary adequacy in relation to job responsibilities (internal equity) emerges as the most dominant aspect, which is highly relevant to the reality of multitasking in the F&B sector during peak hours (rush hour). Dissatisfaction reaches its peak when the extra workload is not balanced with proper compensation, coupled with unilateral wage deduction practices that violate Law No. 6 of 2023, thus triggering the intention to resign. This aligns with the findings in research by (Zhao, 2023) and (Oktafiani et al., 2025), which emphasize that competitive salary constitutes a primary determinant of loyalty for Generation Z. Consequently, salary does not merely function as a source of economic fulfillment, but rather becomes a determining factor in long-term career decisions, where humane and transparent wage practices are highly crucial to suppress job hopping intention rates.

V. Conclusion

This research concludes that work-life balance and salary constitute important determinants influencing job hopping intention among Generation Z employees in the F&B industry of Surabaya. The fulfillment of an ideal work-life balance accompanied by a fair wage scheme is proven to act as an effective retention anchor (retention factor) in suppressing the intensity of crew or employee job hopping intention. These findings reinforce Role Conflict Theory, Equity Theory, Expectancy Theory, and the Theory of Planned Behavior by demonstrating that balanced working conditions and fair compensation shape employees' intention to remain with the organization. Moreover, this study contributes to the literature on employee retention and job hopping behavior by providing empirical evidence from the labor-intensive F&B industry. In response to these findings, F&B company management is advised to immediately evaluate operational systems through fairer work scheduling, such as eliminating clopening practices that are prone to triggering physical fatigue, and guaranteeing compensation rights that align with regional minimum wage (UMK) standards based on Law No. 6 of 2023 concerning Job Creation. On the other hand, for future academics or researchers, it is recommended to expand this research model by integrating other external variables, such as organizational culture or job satisfaction, in order to present a more holistic analysis regarding the dynamics of young workforce retention.

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