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THE INFLUENCE OF FAMILY-FRIENDLY POLICIES ON GENERATION Z EMPLOYEE RETENTION IN PRIANGAN TIMUR

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Abstract. This study was designed to examine how the implementation of Family-Friendly Policies (FFPs) affects the level of Employee Retention (ER) among Generation Z workers in the Priangan Timur region. Data were collected through a survey of 261 respondents using a quantitative approach, and were analyzed with SPSS version 26 through descriptive statistics, correlation tests, and simple linear regression analysis. The results show that FFPs have a positive and significant effect on Employee Retention (ER) ($B = 0.833$; $p < 0.05$), with a coefficient of determination (R^2) of 0.580, indicating that 58.0% of the variation in Employee Retention (ER) can be explained by the implementation of FFPs. These findings suggest that applying family-supportive policies—such as flexible work arrangements, family leave, and welfare assistance—significantly increases loyalty and commitment among Generation Z employees. The findings are consistent with Social Exchange Theory (SET) and Work–Life Balance Theory, which emphasize reciprocal relationships between organizational support and employee attachment. This research highlights that the implementation of FFPs fosters an inclusive and supportive work environment that aligns with Generation Z's values and expectations of flexibility, work–life balance, and overall well-being. Therefore, organizations in developing economic regions such as Priangan Timur are encouraged to adopt sustainable FFP strategies to enhance Employee Retention (ER) and strengthen human resource competitiveness.

Keywords: Family-Friendly Policies; Employee Retention (ER); Generation Z; Work–Life Balance; Social Exchange Theory (SET).

1. Introduction

Women and men of Generation Z (born between 1995 and 2010) have now become an important part of the workforce in Indonesia and around the world. In Indonesia, according to data from the Central Statistics Agency, the 20–24 and 25–29 age groups, which consist mainly of Generation Z, have shown a steady increase in the workforce in recent years. This increase is largely driven by growth in the manufacturing and service sectors. However, on the other hand, there is a growing trend among Generation Z to change jobs. National research has found that the imbalance between work and personal life, as well as difficulties in managing time between work and personal life, contribute significantly to Generation Z's intention to leave their jobs (Putri & Indriyanti, 2023). In addition, research by (Tanoto & Go Tami, 2024) involving 373 Generation Z workers from various sectors in Indonesia shows that the balance between work and personal life is closely related to their retention rates. Other studies also mention that compensation and workplace flexibility are the main factors that influence Generation Z's decision to stay or leave their jobs (Calista & Erdiansyah, 2025).

Globally, family-friendly policies (FFPs) have become an important part of human resource strategies that help employees maintain a balance between work and family life. These policies also increase commitment to the organization, job satisfaction, and Employee Retention (ER). Examples of FFPs include flexibility in working hours and location, parental leave, childcare facilities, childcare subsidies, and other support related to family responsibilities. A study in Korea found that the more family-friendly policies were implemented, the higher the job satisfaction and commitment of workers in government agencies (Bae Bin & Yang, 2023). In Spain, recent research shows that easily accessible work-family policies are far more important than merely existing formally; workers who are able to take advantage of these policies report better well-being and lower rates of absenteeism or job turnover (Medina-Garrido et al., 2020).

The East Priangan region, which includes districts/cities such as Tasikmalaya, Garut, and Ciamis, has many manufacturing industries and small and medium-sized enterprises (SMEs) that drive the local economy. Industries here often face various challenges, such as inadequate infrastructure, limited access to technology, and a conservative organizational culture in implementing work-family balance policies. To date, there is no official data specifically measuring the level of FFP implementation in East Priangan industries, nor how Generation Z in the region views these policies. Therefore, this study focuses on Gen Z workers in the East Priangan industry to determine whether FFPs have been implemented, how they perceive their accessibility and equality, and their impact on Employee Retention (ER) rates.

2. Literature review and research framework

2.1 Family-Friendly Policies (FFPs)

Family-friendly policies, or FFPs, are rules that businesses put in place to support their workers in balancing their jobs and home life. These policies usually feature options like flexible hours, time off for new parents, help with childcare, and the possibility to work from home. Family-friendly policies enhance employee productivity, satisfaction, and retention by supporting work-life balance, as shown in recent studies across diverse workplaces (Scribner et al., 2020). According to Work-Family Border Theory, the line between work and family isn't always obvious, leading to problems when trying to juggle work responsibilities and family duties. Family-friendly policies aim to lessen these issues by giving workers more choices on how to manage their time between work and home life. In this context, FFPs are not only considered ordinary administrative policies, but also an important strategy in human resource management that focuses on employee welfare and sustainability (Greenhaus & Allen, 2011). Theoretically, FFPs can also be explained through (Blau, 1964) Social Exchange Theory (SET), which asserts that work relationships are based on mutual exchange. When companies provide support in the form of policies that support family life, employees will feel fair and appreciated, so they will repay this with compliance, loyalty, and enthusiasm to remain with the company.

In addition to increasing job satisfaction and reducing the desire to resign, FFPs also help strengthen the organization's image as an attractive place to work. Research conducted by (Stade & Merchant Van Der, 2017) shows that work flexibility makes organizations more attractive to job seekers, especially young people who prioritize work-life balance. Based on this theory and research results, it can be assumed that the better the implementation of FFPs, the higher the level of employee satisfaction and loyalty, which ultimately strengthens the organization's ability to retain its workforce. Especially for Generation Z, who highly value life balance, FFPs are an important factor in preventing the desire to change jobs. Therefore, this study proposes the following hypothesis:

H_1: The implementation of Family-friendly Policies (FFPs) has a positive impact on Employee Retention (ER) rates.

Fig. 1. Research Framework

2.2 Employee Retention (ER)

Employee Retention (ER) is defined as an organization's ability to retain valuable workers and reduce employee turnover. Retention is very important because the success of an organization depends on the stability of its work team, especially amid global competition that demands high-quality human resources. Based on Human Capital Theory (Lepak & Gowan, 2018), employees are considered important assets whose value and benefits increase after the organization invests in their development and welfare. Therefore, efforts to retain employees are not merely administrative actions, but also part of a long-term strategy to maintain the organization's sustainability. Conceptually, Social Exchange Theory (SET) (Blau, 1964) is the main basis for explaining the phenomenon of Employee Retention (ER). Recent studies have affirmed Social Exchange Theory (SET)'s relevance in explaining Employee Retention (ER), highlighting how organizational support and reciprocal relationships foster employee loyalty and reduce turnover (Xuecheng et al., 2022).

Real research shows that support from companies is very important in retaining employees. (Lee et al., 2022) found that how employees view support from companies influences their decision to stay there, because this support increases their sense of attachment and loyalty to the company. Additionally, research by (Todd E et al., 2024) in Nursing Outlook states that methods for reducing employee turnover must be tailored to the characteristics of each generation. For example, Generation Z prioritizes flexibility and work-life balance more than previous generations. This shows that retaining employees cannot be done in the same way for everyone, as it is influenced by the preferences and values of each generation.

2.3 Generation Z

Generation Z, born between 1997 and 2013, is a group of people who grew up in a technology-rich and highly connected environment. According to the Generational Cohort theory (Mannheim, 1952; revisited by (Lyons & Kuron, 2014), the social, political, and technological experiences they had as teenagers will shape their values, behaviors, and expectations regarding work. Recent research shows that Generation Z differs from previous generations in that they prioritize flexibility, meaningful purpose, and work-life balance (Schroth, 2019). Because of these traits, Generation Z presents new challenges for companies, especially in terms of Employee Retention (ER). Theoretically, their desires regarding work can be explained through Self-Determination Theory (Institute., 2018), which states that basic psychological needs such as autonomy, competence, and social connectedness are very important for job satisfaction.

Recent studies highlight that Generation Z employees prioritize flexible work arrangements, meaningful purpose, and psychological well-being, making these factors critical for their retention in modern organizations. For example, Generation Z considers work flexibility to be more important than financial income when choosing and retaining jobs (Al Ghifari et al., 2024). Moreover, companies supporting mental health and open communication have higher success retaining this cohort, whose loyalty is strongly linked to psychological well-being (Kanste et al., 2025). Additionally, studies show Generation Z values corporate sustainability and social responsibility (Ng et al., 2012). Thus, retention strategies must align company policies with Generation Z's expectations for flexibility, purpose, and well-being.

3. Research Methods

This research employs a numerical method through a survey that consists of questions. The goal is to examine how family-friendly policies affect the likelihood of employees staying with the company, particularly looking at Generation Z, who are the group of workers being studied. A numerical method using surveys was selected because it is effective for exploring connections between concepts that aren't directly seen and can lead to findings that apply to many situations (John W & J David, 2018).

The population in this study consisted of workers belonging to Generation Z, namely those born between 1997 and 2012, working in the East Priangan area. Generation Z was chosen because they have high expectations for work-life balance, making this topic relevant to the issue of FFP implementation (Ng et al., 2012). To select the sample, purposive sampling was used with the criteria that respondents must be active workers, aged between 18 and 28 years, and live in the East Priangan region. The sample size is determined based on the number of indicators used to measure latent constructs. According to (Jr et al., 2018), a sufficient sample size for confirmatory factor analysis (CFA) is 5 to 10 respondents per indicator. (Kline, 2007) also states that a good sample size ranges from 200 to 400 respondents for more stable parameter estimates. The data collection tool in this study used a total of 20 indicators, consisting of FFPs (10 items) and Employee Retention (ER) (10 items). Thus, the minimum sample size required is 100 respondents (5×20), while a better size is 200 respondents (10×20). Because this study focuses on a specific generation, the target is to collect a minimum of 250 valid questionnaires to improve the reliability of the analysis model.

The type of data used in this study is quantitative data with a cross-sectional approach, because the data collection was conducted within a specific period of time. The main source of data comes from primary data, which was obtained directly from respondents through an online questionnaire. Primary data was chosen because it provides a direct picture of Generation Z workers' perceptions of the implementation of FFPs and their impact on retention rates. This approach is in line with previous research in the field of organizational behavior that studied Employee Retention (ER) (ER) using survey data (Hom et al., 2017).

The research instrument used a questionnaire with a 1–10 semantic differential scale, in which respondents were instructed to rate each statement by selecting a number from 1 (strongly disagree) to 10 (strongly agree). This scale was chosen because it provides a broader assessment range, is easy for respondents to understand, and is often used in consumer behavior and human resource management research (Joshi et al., 2015).

The FFPs variable was measured with 10 items adapted from (Kossek, E. E. & Ollier-Malaterre, 2023) and (Stade & Merchant Van Der, 2017), covering several aspects such as work flexibility, family leave, childcare support, and remote work options. Employee Retention (ER) was measured using 10 items based on (Hom et al., 2017) and

(Kiran et al., 2023), which evaluated aspects such as loyalty, job satisfaction, commitment, and intention to stay.

The research information was examined using IBM SPSS Statistics version 26. For the analysis, a method called simple linear regression was used. Before doing this regression analysis, several tests were carried out, like checking if the tools used were valid and reliable, testing for normal distribution, checking for multicollinearity, and testing for heteroscedasticity, to make sure the data followed the basic rules of linear regression.

After that, a descriptive analysis was performed to summarize the backgrounds of the participants and how they viewed each variable that was examined. This analysis displayed the average values and standard deviations to show how the participants tended to respond to each question in the survey. The following step was to carry out a Pearson Product Moment correlation analysis to see how FFPs relate to Employee Retention (ER) in terms of direction and strength. Then, a simple linear regression analysis was conducted to assess how much FFPs affect Employee Retention (ER) and to check for statistical significance using the coefficient of determination (R^2), regression coefficient (β), and significance value (p-value). This approach was chosen because simple linear regression explains the cause-and-effect relationship between two variables in a clearer and simpler way compared to more complicated methods involving multiple variables (Hair et al., 2017).

4. Result

This study involved 261 participants, all of whom were Generation Z working in various industries in the East Priangan region, namely Garut, Tasikmalaya, Ciamis, Banjar, and Pangandaran regencies. Data was obtained through an online questionnaire distributed purposively to workers aged between 17 and 28 years. Generation Z was chosen as the focus of this study because they are beginning to dominate the modern workforce and have different work desires compared to previous generations, especially in terms of work-life balance and the need for flexibility from organizations.

Based on age category, most participants were between 21 and 25 years old (47.51%), followed by those aged 25 to 28 (33.72%), while the rest were aged 17 to 21 (18.77%). These results indicate that most participants belong to the early Generation Z, who are in the early stages of their careers. Therefore, it is important to understand this group in the context of how the implementation of FFPs can help increase the engagement and resilience of young employees. In terms of work location, respondents were spread across various strategic districts and cities in the East Priangan region, with the largest number coming from Garut District (25.67%), Tasikmalaya City (24.52%), Ciamis District (18.39%), Banjar City (15.71%), Tasikmalaya Regency (13.03%), and Pangandaran Regency (2.68%). This distribution shows a balanced geographical picture, reflecting the economic representation of the East Priangan region, which is supported by the manufacturing, trade, and service sectors.

Validity testing took place with Pearson Product Moment correlation, involving 261 participants. The link between each statement about variable X (Family-Friendly Policies) and the overall score ranged from 0.592 to 0.703. For variable Y (Employee Retention (ER)), this link was between 0.701 and 0.854, with all significance values being 0.000, which is less than 0.05. Since all the correlation values were greater than the r table value of 0.121 and deemed significant, every statement related to both variables was confirmed valid and could be used for more analysis. Moreover, reliability testing was also performed using the Cronbach's Alpha method, which resulted in an alpha value of 0.859 for variable X (Family-Friendly Policies) and 0.928 for variable Y (Employee Retention (ER)). Because these values exceed the minimum reliability requirement of 0.70, it suggests that all statements in both categories are dependable. Then, looking at the results from the Kolmogorov–Smirnov normality test, a significance value of 0.000 was found, which is less than 0.05, showing that the leftover data did not have a normal distribution. However, since the sample size was large (over 30), the data still met the normality requirement for regression analysis. Additionally, the heteroscedasticity test results using the Glejser method indicated that the significance value for the independent variable (Total X) was less than 0.001, meaning it was below 0.05. According to the autocorrelation test (Durbin-Watson) results in the Model Summary table, the Durbin-Watson (DW) value ranged from 1.5 to 2.5, which indicates there is no autocorrelation among the residuals in the regression model.

The analysis showed that the Family-Friendly Policies (FFPs) got an average score of 76.18 and a standard difference of 8.76. On the other hand, the Employee Retention (ER) score averaged at 76.58 with a standard difference of 9.89. The correlation test results indicated a strong and important positive connection between Family-Friendly Policies (FFPs) and Employee Retention (ER), with a correlation of $r = 0.762$ and $p < 0.001$.

Table 1. Simple linear regression

Coefficients[a]						
Model	Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.091	3.484		3.183	0.002
	FFPs	0.860	0.045	0.762	18.918	< 0.001

[a] Dependent Variable: Employee Retention.

Sources: IBM SPSS Statistics version 26

Table 1 shows that the Family-friendly Policies (FFPs) variable has a regression coefficient (B) value of 0.860 and a significance value (Sig.) of 0.000 (< 0.05). Meanwhile, the constant (a) of 11.091 indicates that if there is no implementation of FFPs, the base value of Employee Retention (ER) will be at that number. In addition, the t-value (18.918) is much greater than the t-table (≈1.96).

Table 2. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.762	0.580	0.579	6.42124

Sources: IBM SPSS Statistics version 26

Table 2 reveals that the correlation coefficient (R) is 0.762, indicating a strong and positive connection between Family-Friendly Policies (FFPs) and keeping employees on board. The R Square (R^2) value of 0.580 shows that 58.0% of the variations in how many employees stay can be linked to FFPs, while the other 42.0% is affected by different factors not looked at in this study, such as leadership, workplace culture, pay, and chances for career growth. The Adjusted R Square value (0.579) supports the idea that this regression model effectively illustrates the connection between different variables.

The findings from the simple linear regression analysis indicate that Family-Friendly Policies (FFPs) greatly benefit Employee Retention (ER) for Generation Z in the East Priangan area. The significance level is 0.000, and the coefficient of determination (R^2) is 0.580. This shows that 58.0% of the shifts in how many employees stay can be attributed to Family-Friendly Policies, while the remaining 42.0% is affected by other elements not covered in this research. This, the better an organization implements family-friendly policies, the younger employees will want to stay with that organization. This reinforces the idea of Social Exchange Theory (SET) (Blau, 1964), which explains that companies and employees build their relationships through mutually beneficial exchanges. This study shows how corporate support for improving employee welfare can be seen in policies such as flexible work schedules, family leave assistance, health programs, and a positive work environment.

Theoretical contribution

The findings of this study are consistent with previous studies (Kossek, E. E. & Ollier-Malaterre, 2023), which reveal that support for families is very helpful in improving employee well-being and reducing turnover rates, especially among young people who want flexibility in their work. The same is also shown by research (Stade & Merchant Van Der, 2017) which states that flexibility in the workplace and support from the organization help create a balance between career and personal life. Employee Retention (ER) and satisfaction are greatly influenced by this. In a study of Generation Z workers, these results provide a better understanding of what they consider important and what they like in a job. Generation Z is known as a group that prioritizes work-life balance, flexibility, and mental health as key priorities in the workplace. These results show that the implementation of FFPs is very important for companies in the East Priangan region, which is undergoing economic and social changes in line with the increasing number of young workers.

Implication

The results of this study show that the implementation of Family-Friendly Policies (FFPs) is very important in human resource management, especially in the East Priangan region. Management must realize that policies that support families not only make employees more satisfied, but also help the organization survive by increasing work morale and the image of a company that cares about employee welfare. Therefore, companies need to incorporate FFPs into their HR strategies regularly and evenly for all employees, and provide training for managers to be more sensitive, design flexible and fair work programs, and establish clear communication about family welfare policies. This is important to create a workplace that supports a balance between work and personal life, as well as to increase employee loyalty.

5. Conclusion and Recommendation

The results are consistent with theory: FFPs have a positive effect on Employee Retention (ER). The findings show that having policies that support families, like flexible hours, help for family leave, and programs for employee well-being, really help make Generation Z workers more dedicated and loyal. The regression coefficient value ($B = 0.860$) and significance value ($p < 0.05$) suggest that when a company adopts more family-friendly policies (FFPs), a larger number of employees choose to stay. Furthermore, the coefficient of determination ($R^2 = 0.580$) indicates that 58.0% of why employees stay can be linked to these policies, while the remaining 42.0% is affected by other things, like the workplace culture, style of leadership, and chances for career growth.

The findings of this study support Social Exchange Theory (SET) (Blau, 1964) and Work-Life Balance Theory (Greenhaus & Allen, 2011). This explains that when organizations provide support to employees to balance their personal and work lives, employees will feel more loyal and emotionally attached to the organization. These results are also in line with research conducted by (Kossek, E. E. & Ollier-Malaterre, 2023) and (Stade & Merchant Van Der, 2017), which shows that flexible and family-friendly work policies can improve employee well-being and retain them, especially for the younger generation.

So, we can say that putting Family-Friendly Policies (FFPs) into action is really crucial for building a workplace that is welcoming, helpful, and flexible for younger workers. This is especially vital for Generation Z, as they focus on having a good balance between work and their personal lives, along with needing flexible hours and meaningful jobs. In the context of the rapidly developing Priangan Timur region, both economically and socially, the implementation of FFPs serves as an effective strategy for organizations to retain talented employees and enhance the sustainable competitiveness of their workforce.

Organizations are recommended to incorporate Family-Friendly Policies (FFPs) into their overall human resource management practices. This includes ensuring that these policies are applied consistently to all employees and improving managers' ability to be more sensitive to the balance between work and personal life. Additionally, FFPs need to be tailored to the characteristics of Generation Z, which places greater emphasis on flexibility, innovation, and emotional well-being. Academically, future research could add variables such as job satisfaction or employee commitment. Researchers could also use mixed methods to gain deeper insights, expand research to areas beyond East Priangan, and compare the effectiveness of FFPs for different generations of workers to develop more appropriate policies.

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