WORK STRESS, JOB BURNOUT, AND JOB SATISFACTION AS PREDICTORS OF TURNOVER INTENTION IN GENERATION Z EMPLOYEES

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Abstract

Turnover intention has become one of the major challenges faced by organizations, particularly among Generation Z employees who exhibit more dynamic characteristics in the workplace. This study aims to analyze the effects of work stress, job burnout, and job satisfaction on turnover intention among Generation Z employees. A quantitative approach with a survey method was employed in this study. The sample consisted of 60 respondents selected using a purposive sampling technique. Data were collected through questionnaires and analyzed using multiple linear regression after passing validity, reliability, and classical assumption tests. The findings indicate that work stress, job burnout, and job satisfaction simultaneously have a significant effect on turnover intention, with a coefficient of determination (R^2) of 0.481. Partially, work stress has no significant effect on turnover intention ($p = 0.089$), whereas job burnout has a positive and significant effect ($p = 0.013$). Meanwhile, job satisfaction has a negative and significant effect on turnover intention ($p = 0.002$). The findings suggest that job burnout is the most dominant factor contributing to turnover intention, while job satisfaction plays an important role in reducing employees' intention to leave the organization. These results provide practical implications for organizations in developing employee retention strategies, particularly for managing Generation Z employees.

Keywords: Work Stress, Job Burnout, Job Satisfaction, Turnover Intention, Generation Z

INTRODUCTION

As modern organizations continue to develop, organizational success is determined not only by financial and technological aspects but also by the effectiveness of human resource management. Human resources are a strategic asset that plays a role in achieving organizational goals, making the retention of competent employees a top priority. However, organizations today face serious challenges in the form of high employee turnover rates, which can cause both direct losses, such as recruitment and training costs, and indirect losses, such as decreased productivity and workplace stability.

The issue of turnover becomes increasingly complex with the presence of Generation Z in the workforce. This generation has different characteristics compared to previous generations, such as being more adaptive to technology, valuing work flexibility, and having a high awareness of mental health and self-development. On the other hand, Generation Z also tends to be less tolerant of work pressure and more likely to change jobs compared to previous generations (Khan, 2023; Paryontri, 2024). In this context, turnover intention becomes an important indicator because it reflects employees' intention to leave the organization as a result of their evaluation of the working conditions they experience.

Theoretically, turnover intention is influenced by various psychological factors, including work stress, job burnout, and job satisfaction. Work stress and job burnout tend to increase employees' desire to leave the organization, while job satisfaction acts as a protective factor that can reduce this intention. These three variables interact with one another in determining employees' decisions to stay or leave their jobs, making it important to examine them simultaneously within a single research model.

Although research related to turnover intention has been widely conducted, studies specifically focusing on Generation Z that integrate work stress, job burnout, and job satisfaction remain limited, particularly in Indonesia. In addition, most previous studies examined these variables partially rather than within a comprehensive model. Therefore, this study offers novelty by simultaneously examining work stress, job burnout, and job satisfaction as predictors of turnover intention within a single integrated model specifically among Generation Z employees in Indonesia, a population and combination of variables that remain underexplored in prior studies, most of which examined these variables partially or focused on other generational cohorts.

REVIEW OF LITERATURE

Conceptually and empirically, turnover intention has been a major focus of study in various human resource management research. Therefore, this literature review is structured to review and synthesize previous findings related to the factors that influence turnover intention.

Various studies have examined these factors using diverse approaches and variables. Research by Subudi (2017) showed that job satisfaction has a significant negative effect on turnover intention and a positive effect on employee performance. However, leadership was not found to have a significant effect on turnover intention. This finding confirms the importance of job satisfaction as a primary factor in reducing employees' intention to leave.

Aini's (2018) research also found that job satisfaction has a significant negative effect on turnover intention, meaning that the higher the job satisfaction, the lower employees'

desire to leave. This result is consistent with previous research that positions job satisfaction as a key determinant in employee retention.

Furthermore, Khan (2023) examined the relationship between work stress, job satisfaction, and turnover intention among Generation Z employees. The results showed that work stress has a significant positive effect on turnover intention and a negative effect on job satisfaction. However, job satisfaction was not proven to mediate the relationship between work stress and turnover intention. This indicates that work stress directly drives the intention to leave without going through job satisfaction.

Idulfilastri's (2023) research found that the work environment has a significant negative effect on turnover intention, while work stress has a significant positive effect. This means that the better the work environment, the lower the turnover intention, while an increase in work stress will increase the intention to change jobs, particularly among Generation Z employees at startup companies.

Paryontri (2024) showed that burnout and job satisfaction have a significant effect on turnover intention among Generation Z employees. Burnout increases turnover intention, while job satisfaction plays a role in suppressing this intention. Meanwhile, Halawa (2024) found that work overload, job burnout, and work stress affect turnover intention, with work stress also acting as a mediator.

These findings reveal a notable inconsistency regarding the role of work stress in predicting turnover intention. While Khan (2023), Idulfilastri (2023), and Halawa (2024) found that work stress has a significant positive effect on turnover intention, other studies suggest that this relationship may not always hold directly, particularly when other psychological conditions such as burnout are considered simultaneously. This discrepancy indicates that work stress may influence turnover intention indirectly, through mediating variables such as burnout or job satisfaction, rather than through a direct pathway alone. This theoretical gap underscores the importance of examining work stress, job burnout, and job satisfaction together within a single model, as undertaken in the present study, in order to clarify their relative contributions to turnover intention among Generation Z employees.

Based on this prior research, it can be concluded that work stress, burnout, and job satisfaction are important factors that influence turnover intention. However, there remains a limited number of studies that examine these three variables simultaneously, particularly in the context of Generation Z in Indonesia.

Based on turnover survey data for 2019–2022 by Mercer (2023), the voluntary turnover rate among workers in Indonesia was 8.3 percent in 2019, the highest level recorded, followed by 6.3 percent in 2020, which was the second-highest level after Vietnam, which recorded 7.3 percent.

Turnover intention is an individual's desire to leave an organization as a result of an evaluation of working conditions. Robbins and Judge (2013) define turnover intention as the degree of tendency of employees to leave a company. Paulus and Winoto (2015) add that turnover intention is related to the level of job satisfaction and organizational commitment, where satisfied employees tend to stay longer.

According to Mobley et al. (1978), turnover intention has three main indicators: the desire to quit (thinking of quitting), the intention to seek alternative employment, and the actual intention to leave. Factors that influence turnover intention include work stress, job satisfaction, organizational culture, and work motivation.

The impact of turnover intention on organizations includes increased recruitment and training costs, decreased productivity, and the loss of employee knowledge and expertise. In addition, a high level of turnover intention can disrupt an organization's efforts to retain talent and achieve optimal performance. Therefore, managing the factors that influence turnover intention is important in human resource management strategy (Hartwig et al., 2024; Sinisterra et al., 2024).

Work stress is a state of tension that affects an individual's emotional, psychological, and physical aspects. According to Sinambela (2016), work stress can disrupt an individual's ability to interact effectively. Meanwhile, Fahmi (2016) states that stress arises when job demands exceed an individual's ability to cope with them.

Factors causing work stress include excessive workload, role ambiguity, role conflict, and ineffective leadership styles. The impact of work stress is felt not only individually, such as physical and psychological disturbances, but also organizationally, through decreased performance, increased absenteeism, and the emergence of counterproductive behavior.

Indicators of work stress include work pressure, mismatch between demands and abilities, job misfit, and excessive workload. In an organizational context, work stress is one of the primary factors driving increased turnover intention.

Job burnout is a condition of emotional, mental, and physical exhaustion resulting from prolonged work pressure. Burnout consists of three main dimensions: emotional exhaustion, depersonalization, and reduced personal accomplishment (Maslach & Leiter, 2016; Salvagioni et al., 2017).

Factors that influence burnout include excessive workload, lack of control over one's work, minimal recognition, and value conflicts between individuals and the organization. Burnout conditions can affect declining mental health, decreased employee performance, and an increased desire to leave one's job (turnover intention) (Maslach & Leiter, 2016).

Indicators of burnout include physical exhaustion, emotional exhaustion, cynicism toward work, and low self-regard. In many studies, burnout has proven to be a strong predictor of turnover intention, particularly among younger generations who are more sensitive to work pressure.

Job satisfaction is an individual's emotional response toward the job they perform. Robbins and Judge (2017) define job satisfaction as a positive feeling toward one's job following an evaluation of its various aspects. Employees with high job satisfaction tend to demonstrate greater loyalty and better performance.

Factors that influence job satisfaction include challenging work, a fair reward system, and supportive working conditions. Job satisfaction has a positive impact on organizations, such as increased productivity, service quality, and company reputation.

Indicators of job satisfaction include job content, supervision, opportunities for growth, salary, working relationships, and working conditions. In relation to turnover intention, job satisfaction acts as a factor that can suppress employees' desire to leave the organization.

Based on theoretical and empirical review, this study examines the effects of work stress, job burnout, and job satisfaction on turnover intention. Work stress and job burnout are assumed to have a positive effect on turnover intention, while job satisfaction is assumed to have a negative effect.

The hypotheses proposed in this study are formulated to test the effects of work stress, job burnout, and job satisfaction on turnover intention among Generation Z employees. Simultaneously, work stress, job burnout, and job satisfaction are hypothesized to affect the turnover intention of Generation Z employees (H1). Partially, work stress is hypothesized to have a positive effect on turnover intention, meaning that the higher the level of work stress experienced by employees, the higher their tendency to leave their jobs (H2). Furthermore, job burnout is also hypothesized to have a positive effect on turnover intention, such that an increase in the level of work exhaustion will drive an increase in employees' intention to leave the organization (H3). Meanwhile, job satisfaction is hypothesized to affect turnover intention, where the higher the level of employee job satisfaction, the lower the tendency to turn over (H4).

RESEARCH METHOD

This study uses a quantitative approach with a survey method to test the relationship between the variables of work stress, job burnout, and job satisfaction on turnover intention. This approach was chosen because it is able to explain the causal relationship between variables through numerical and statistical data analysis.

The research was conducted on Generation Z employees over the period from April to May 2026. The research population consisted of all Generation Z employees. The sampling technique used was purposive sampling, with the criteria that respondents were Generation Z employees who had experienced work stress. The number of samples used in this study was 60 respondents. The purposive sampling technique was chosen because it allows the researcher to select respondents who meet specific characteristics relevant to the research objectives, namely Generation Z employees who have direct experience with work-related stress. This criterion was considered necessary to ensure that respondents could provide accurate and relevant responses regarding the psychological conditions examined in this study, namely work stress, job burnout, job satisfaction, and turnover intention. The sample size of 60 respondents was determined based on the accessibility of Generation Z employees who met the sampling criteria within the research timeframe.

The types of data used consisted of primary and secondary data. Primary data were obtained through the distribution of questionnaires to respondents, while secondary data were obtained from various literature, journals, and other supporting sources relevant to the research. The main data collection technique was conducted through questionnaires, with interviews serving as a supporting method when needed to strengthen the research results, as well as documentation as a supplementary data source.

The variables in this study consist of independent and dependent variables. The independent variables include work stress, job burnout, and job satisfaction, while the dependent variable is turnover intention. Work stress was measured through indicators of work pressure, mismatch between demands and abilities, job misfit, and the monotonous or risky nature of the work. Job burnout was measured through physical, emotional, and mental exhaustion, as well as low self-regard. Job satisfaction was measured through aspects of job content, supervision, salary, and relationships with coworkers. Meanwhile, turnover intention was measured through the intention to leave, job-seeking behavior, and declining work motivation.

Data analysis was carried out using statistical software. The analysis stages included instrument testing in the form of validity and reliability tests to ensure the accuracy and consistency of the measurement tools. Next, classical assumption tests were conducted, including normality, multicollinearity, heteroscedasticity, and autocorrelation tests. Multiple linear regression analysis was used to test the relationships between variables in order to determine the effect of the independent variables on the dependent variable. Hypothesis testing was carried out through the F-test to examine the simultaneous effect and the t-test to examine the partial effect of each variable. In addition, the coefficient of determination was used to measure the model's ability to explain the variation in the dependent variable.

RESULTS AND DISCUSSION

Validity Test

Table 1.
Validity Analysis Results

Variable	Valid Items	Invalid Items	Description
Work Stress	7	1	Valid
Job Burnout	4	4	Fairly valid
Job Satisfaction	3	5	Less valid
Turnover Intention	6	0	Highly valid

The validity test results show that the work stress and turnover intention variables have a majority of valid items. Meanwhile, the job burnout and job satisfaction variables still have several invalid items, so item selection needs to be carried out before they are used in further analysis.

Reliability Test

Table 2.
Reliability Analysis Results

Variable	Cronbach's Alpha	Description
Work Stress	0.833	Reliable
Job Burnout	0.714	Reliable
Job Satisfaction	0.807	Reliable
Turnover Intention	0.915	Reliable

Based on the table, it is known that the variables of work stress, job burnout, job satisfaction, and turnover intention have Cronbach's Alpha values above 0.70. Thus, all variables in this study are declared reliable.

Descriptive Statistics

Table 3.
Descriptive Statistics Results

Variable	Mean	Median	Std. Deviation	Minimum	Maximum
Work Stress	19.5	20.0	5.71	7	32
Job Burnout	13.8	14.0	3.19	7	20

Variable	Mean	Median	Std. Deviation	Minimum	Maximum
Job Satisfaction	10.4	11.0	2.78	3	15
Turnover Intention	17.7	18.0	6.37	6	30

Based on Table 3, the descriptive statistical analysis shows that all research variables have mean values relatively close to their medians. This indicates that the data distribution tends to be symmetrical and does not show extreme deviations.

The work stress variable has a mean value of 19.5 with a fairly high level of data spread (standard deviation = 5.71). This condition indicates a fairly diverse variation in the perception of work stress among respondents.

The job burnout variable shows a mean value of 13.8 with a standard deviation of 3.19, indicating a lower level of variation compared to work stress. This reflects that respondents' burnout levels are relatively more homogeneous. Furthermore, the job satisfaction variable has a mean value of 10.4 with a standard deviation of 2.78, the lowest spread value among all the variables. This finding indicates that respondents' perceptions of job satisfaction tend to be consistent. On the other hand, the turnover intention variable shows the highest standard deviation (6.37) with a mean of 17.7. This indicates a fairly high degree of heterogeneity in employees' intention to leave the organization. Comparatively, the turnover intention and work stress variables have greater data variation than the other variables, so they can be assumed to be more dynamic variables in describing respondent conditions. Meanwhile, job satisfaction shows a relatively high level of stability.

Classical Assumption Test
Normality Test Results

Table 4.
Test Results

Statistic	Sig.
0.980	0.340

A significance value of 0.340, which is greater than 0.05, indicates that the data is normally distributed. The multicollinearity test results are presented in Table 5.

Table 5.
Test Results

Variable	VIF	Tolerance
Work Stress	2.44	0.409
Job Burnout	2.14	0.466
Job Satisfaction	1.21	0.827

Based on Table 5, all VIF values are below 10, and tolerance values are above 0.1, indicating that no multicollinearity occurs. In addition, the heteroscedasticity test results show no particular pattern in the spread of the residuals, indicating that the regression model is free from heteroscedasticity.

Multiple Linear Regression Analysis and Hypothesis Testing
Model Fit Test Results

Table 6.
Test Results

R	R Square	F	Sig.
0.694	0.481	20.4	<0.001

Based on Table 6, the R Square value of 0.481 indicates that the variables of work stress, job burnout, and job satisfaction are able to explain 48.1% of the variation in turnover intention. The partial regression test results are presented in Table 7.

Regression and Hypothesis Test Results

Table 7.
Test Results

Variable	Coefficient	T Value	Sig.	Hypothesis Decision
Constant	10.973	–	–	
Work Stress	0.267	1.72	0.089	Rejected
Job Burnout	0.663	2.55	0.013	Accepted
Job Satisfaction	0.728	-3.26	0.002	Accepted

Based on Table 7, the work stress variable does not have a significant effect on turnover intention, so the hypothesis is rejected. The job burnout variable has a positive and significant effect on turnover intention, so the hypothesis is accepted. Meanwhile, the job satisfaction variable has a negative and significant effect on turnover intention, so the hypothesis is accepted.

Based on the results of this analysis, the following regression equation was obtained:

$$\mathbf{Y = 10.973 + 0.267X_1 + 0.663X_2 - 0.728X_3}$$

This equation shows that the job burnout variable has the most dominant effect in increasing turnover intention, while job satisfaction plays a role in reducing turnover intention.

Discussion

The research results show that the work stress variable does not have a significant effect on turnover intention. This finding indicates that the level of work stress experienced by employees does not directly drive their desire to leave their jobs. This condition may occur because employees are still able to tolerate work pressure as long as other factors, such as the work environment, social relationships, or compensation, are still considered adequate. Theoretically, work stress does not always have a negative impact if an individual has good coping abilities. Therefore, in the context of this study, work stress has not become a primary factor influencing employees' decisions to leave their jobs.

This finding contrasts with previous studies conducted by Khan (2023), Idulfilastri (2023), and Halawa (2024), which found that work stress has a significant positive effect on turnover intention. This discrepancy may be attributed to differences in sample characteristics and organizational context; unlike prior studies conducted among startup employees or broader working populations, respondents in this study may have developed adequate coping mechanisms or benefited from supportive workplace conditions that

buffered the direct impact of work stress on their intention to leave. This finding also supports the notion raised in the literature review that work stress may influence turnover intention indirectly through burnout, rather than directly.

Unlike work stress, the research results show that job burnout has a positive and significant effect on turnover intention. This indicates that the higher the level of work exhaustion experienced by employees, the greater their desire to leave their jobs. Burnout conditions characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment can lead to decreased employee attachment to the organization. Theoretically, this condition is consistent with the concept that prolonged work exhaustion will decrease work motivation and commitment, thereby driving individuals to seek better alternative employment. Thus, job burnout is an important factor that organizations need to pay attention to in efforts to reduce turnover intention levels.

This result is consistent with the findings of Paryontri (2024) and Halawa (2024), who also identified job burnout as a significant predictor of turnover intention among Generation Z employees, reinforcing the argument that this generation is particularly sensitive to prolonged work exhaustion.

Furthermore, the research results show that job satisfaction has a negative and significant effect on turnover intention. This indicates that the higher the level of job satisfaction felt by employees, the lower their desire to leave their jobs. Job satisfaction reflects the extent to which individuals feel their needs are fulfilled at work, whether in terms of compensation, work environment, or interpersonal relationships. Theoretically, employees who feel satisfied tend to have higher commitment to the organization and demonstrate stronger loyalty. Therefore, increasing job satisfaction is an effective strategy for reducing turnover intention levels. This finding aligns with the results of Subudi (2017), Aini (2018), and Paryontri (2024), all of whom confirmed that job satisfaction has a significant negative effect on turnover intention, further strengthening the position of job satisfaction as a consistent protective factor across different organizational contexts and generational groups.

Overall, the results of this study show that the most dominant factor influencing turnover intention is job burnout, followed by job satisfaction. Meanwhile, work stress does not have a significant effect within this research model. This finding indicates that deeper psychological conditions, such as work exhaustion, play a greater role than ordinary work pressure in influencing employees' decisions to leave the organization.

The implications of this study indicate that organizations need to focus more on managing employees' level of work exhaustion through workload management, the provision of psychological support, and the creation of a conducive work environment. In addition, increasing job satisfaction through a fair reward system, career development opportunities, and harmonious working relationships is also an important factor in reducing turnover intention levels. Thus, effective human resource management should not only focus on performance aspects but also on employees' psychological well-being.

CONCLUSION

This study aims to analyze the effects of work stress, job burnout, and job satisfaction on turnover intention among Generation Z employees. Based on the analysis results, it was found that the three independent variables simultaneously have an effect on turnover

intention. Partially, work stress does not have a significant effect on turnover intention. This finding shows that the level of work stress experienced by employees does not necessarily directly drive their intention to leave their jobs. In contrast, job burnout has a positive and significant effect on turnover intention. This indicates that the higher the level of work exhaustion experienced by employees, the greater their tendency to leave the organization. In addition, job satisfaction has a negative and significant effect on turnover intention, meaning that an increase in job satisfaction can reduce employees' intention to change jobs. Thus, it can be concluded that job burnout is the most dominant factor in increasing turnover intention, while job satisfaction acts as a protective factor in suppressing this intention.

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