

# Exploring turnover intentions in Indonesian generation z: Emotional exhaustion, employee engagement, and job satisfaction

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## ABSTRACT

This study investigates individuals from Generation Z working in the banking sector in Indonesia, observing the factors influencing Turnover Intention. The study incorporates Emotional Exhaustion, Employee Engagement, Turnover Intention, and Job Satisfaction as mediating variables. The main objective is identifying the determinants of turnover intention among Generation Z employees in Indonesia. 257 participants were involved in this study through purposive sampling techniques, including Generation Z workers from the banking sector—the data obtained from the surveyed participants utilizing the AMOS 24 software. This research proves that Emotional Exhaustion significantly negatively influences job satisfaction. On the other hand, Employee Engagement significantly positively affects job satisfaction. Additionally, the level of employee engagement, job satisfaction, and status of emotional exhaustion positively impact employees' desire to switch jobs.

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## 1. Introduction

Globalization opens the door to new business opportunities and demands business practitioners to be more responsive to changes in the global market and economic dynamics. In the era of globalization, competition in the business environment continues to grow increasingly intense and is expected to persist in the future (Kurniawaty et al., 2019). Globalization has opened up broader market access, connecting companies with consumers from various parts of the world (Connors, 2023). This has provided significant opportunities for business growth, but it has also brought forth new challenges in the form of increasingly fierce competition. Companies are required to compete with global rivals, driving them to enhance competitiveness in all areas of business (Hanelt et al., 2021). Human resources are a crucial asset for all companies because they give significant contributions to the growth and development of the company (Pan et al., 2022). H.R. professionals oversee all operational activities, and their value creation goes beyond what technology can achieve (Safarida & Siregar, 2020).

In the modern business environment, recognizing and retaining talented employees is vital for enhancing productivity and fostering employee loyalty. However, one of the significant challenges faced by companies in Indonesia, including banking institutions, is the issue of employee turnover rates (Wahyuni & Ikhwan, 2022). Ilham et al (2022) state that job turnover intention is the desire to change jobs in search of better opportunities or to enhance job satisfaction. A high turnover rate can negatively impact banking institutions' performance and overall stability.

This study will focus on Generation Z individuals working in the banking sector in Indonesia. Individuals from the Generation Z group, born between 1995 and 2012, have distinctive qualities that make them possess outstanding abilities. By 2020, Generation Z individuals born after 1995 are expected to

constitute over 30% of the workforce (Gaidhani et al., 2019). Members of Generation Z, who grew up in the era of technology and information, exhibit different characteristics and preferences in the context of work and the work environment compared to previous generations. Hence, it is imperative to comprehend the factors that impact job satisfaction and employee engagement among Generation Z. They are considered more demanding workers compared to previous generations. The highly nomadic behavior of Generation Z indicates a need for more organizational identification and a lower emphasis on long-term loyalty to the organization (Chillakuri & Mahanandia, 2018; Gaan & Shin, 2022).

The inability of companies to retain employees can lead to frequent turnover intentions in the banking industry (Kurniawaty et al., 2019). Giao et al., (2020) stated that in 2019, the employee turnover rate in the banking industry exceeded 25% annually, with 81% of them intending to leave their jobs. Parray et al (2023) stated that emotional exhaustion could be influenced by various workplace factors, including demanding work environments and high pressure, which can cause employees to feel emotionally drained and push them to leave the company. Generation Z workers who are cognitively and behaviorally engaged emotionally with their work tend to be more satisfied. Surveys conducted by (Deloitte, 2022) expressed that 46% of Gen Z intend to leave their current company within two years.

Another factor that can cause employees to leave the company is emotional exhaustion (Wulandari et al., 2023). In addition to influencing the desire to leave a job, emotional exhaustion also affects job satisfaction. The current generation desires to find an ideal job and develop their skills (Magano et al., 2020). Consequently, they might switch jobs more frequently than previous generations. If they are dissatisfied with something, they will quickly make changes and seek something better. In a study conducted by (Kurniawaty et al., 2019), a significant finding emerged highlighting the crucial role of enhancing job satisfaction and employee engagement for the company's success. This study indicates that a pleasant work environment and higher employee engagement are essential factors in reducing the likelihood of employees leaving the company.

As established by Iqbal & Faisal (2023), Actively engaged employees show a lesser likelihood of considering job changes. Conversely, job satisfaction strongly correlates with employee turnover intentions, as indicated by studies conducted by Kaufmann et al (2023). The research shows that employees who experience satisfaction generally have a lesser desire to leave their current jobs. Companies that aim to progress require employees who not only perform their formal duties but also deliver performances that exceed expectations (Eviana et al., 2023).

The current research addresses gaps in previous studies by focusing specifically on Generation Z employees in the banking sector in Indonesia. It recognizes the unique characteristics and preferences of this digital-native generation, a nuance often overlooked in generalized research across different age groups. Additionally, the study explores the interplay between emotional exhaustion, employee engagement, and job satisfaction, offering a comprehensive examination of their roles in influencing turnover intentions. By identifying job satisfaction as a mediating variable, the research bridges a gap in understanding the mechanisms through which emotional exhaustion and employee engagement impact turnover intentions, providing a holistic view of the factors contributing to turnover within the Generation Z workforce.

The practical implications of this research are significant for banking institutions, offering valuable insights to comprehend and navigate the challenges unique to Generation Z employees. This understanding informs the development of targeted strategies to reduce turnover, enhance employee engagement, and foster job satisfaction, ultimately creating a more stable and productive work environment. Theoretical contributions are made to the broader field of organizational behavior by expanding knowledge of turnover dynamics, particularly within the context of Generation Z. The study adds depth to our understanding of the intricate relationships between emotional exhaustion, employee engagement, job satisfaction, and turnover intentions, providing a nuanced perspective on workforce management in the modern banking industry. Through this research, effective measures can be identified to enhance the engagement and job satisfaction of Generation Z employees, fostering a sense of commitment and maximizing their contribution to the company. As a result, implementing these strategies can diminish the likelihood of Generation Z employees departing from their roles, leading to a favorable impact on the company through the cultivation of a more productive, stable, and sustainable work environment.

## 2. Research Method

Data is gathered by administering surveys that are segmented into three sections. The first section is used to determine the eligibility of the respondents to participate in the study, the second section contains multiple-choice questions aimed at collecting basic information from the respondents, and the third section consists of questions related to the research variables. This questionnaire uses a 5-point Likert Scale, where respondents are asked to provide their responses based on a scale from 1 (strongly disagree) to 5 (strongly agree).

The design of this study is quantitative. The questionnaire will be distributed online via Google Forms to members of Generation Z in Indonesia working in the banking sector. The total number of collected respondents is 257. The study employs Structural Equation Modeling (SEM) through AMOS 24 software for analysis. SEM enables the simultaneous execution of three types of analyses. Firstly, confirmatory factor analysis is used to assess the validity and reliability of the utilized instruments. Secondly, the measurement model analysis is employed to examine the connections between the relevant variables. Lastly, the structural model analysis is utilized to derive an appropriate predictive model.

Various indicators, such as Chi-Square ( $\chi^2$ ), Root Mean Square Error of Approximation (RMSEA), Root Mean Squared Residual (RMR), Goodness of Fit Index (GFI), Tucker-Lewis Index (TLI), Incremental Fit Index (IFI), Comparative Fit Index (CFI), and Normed Fit Index (NFI), are used to evaluate the overall fit of the model. These metrics are utilized to evaluate the degree of alignment between the proposed model and the data collected during the study.

## 3. Results And Discussions

Analysis of respondent profiles in this survey is based on the following demographics:

**Table 1.** Characteristics of respondents

Category	Item	f	%
Gender	Male	95	37%
	Female	162	63%
	Total	257	100%
Age	17-19 years old	21	8,2%
	20-22 years old	104	40,5%
	23-25 years old	132	51,4%
	Total	257	100%
Domicile	Sumatera	30	11,7%
	Kalimantan	60	23,3%
	Java	59	23,0%
	Sulawesi	43	16,7%
	Papua	9	3,5%
	Nusa Tenggara	18	7,0%
	Bali	22	8,6%
	Maluku	16	6,2%
	Total	257	100%

*Source: processed by the author*

The demographic profile of the respondents reveals distinct patterns across gender, age, and domicile in the surveyed population. Gender distribution indicates a notable prevalence of female participants, constituting 63% of the sample, as opposed to 37% of male respondents. In terms of age, the majority falls within the 23-25 years old bracket, comprising 51.4% of the total respondents, while the 20-22-year-old group constitutes 40.5%, and those aged 17-19 years old represent 8.2%. Geographically, respondents exhibit diverse domiciles with Kalimantan (23.3%), Java (23.0%), and Sulawesi (16.7%) emerging as prominent regions. Sumatera (11.7%), Nusa Tenggara (7.0%), Bali (8.6%), Maluku (6.2%), and Papua (3.5%) also contribute to the regional distribution. These findings offer valuable insights into the composition of the surveyed population, laying the groundwork for more nuanced analyses and targeted interventions based on demographic considerations.

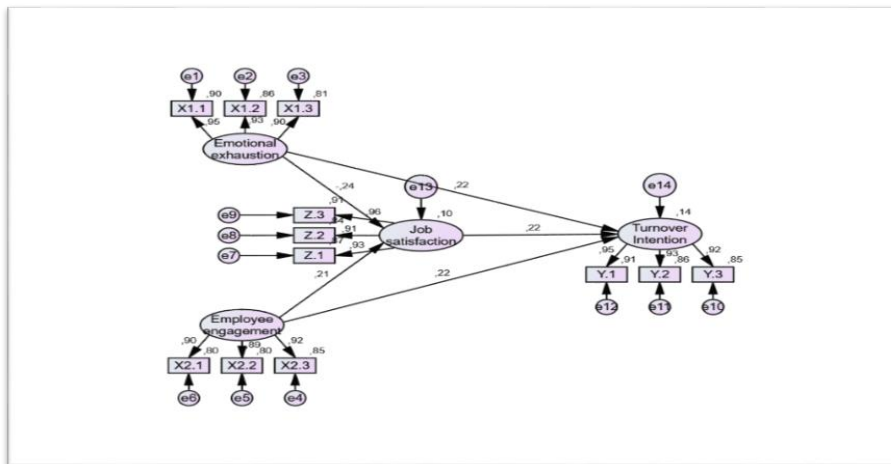


Figure 1. Full model testing

Based on Figure 1 of the model testing above, the results of the analysis provided evidence to support the following relationships:

Table 2. Research model hypothesis testing

Hypothesis	Path	Estimate	S.E.	C.R.	P
H <sub>1</sub>	Job Satisfaction <-- Emotional Exhaustion	-0,237	0,062	-3,795	0,000
H <sub>2</sub>	Job Satisfaction <-- Employee Engagement	0,256	0,076	3,352	0,000
H <sub>3</sub>	Turnover Intention <-- Emotional Exhaustion	0,211	0,060	3,499	0,000
H <sub>4</sub>	Turnover Intention <-- Employee Engagement	0,248	0,073	3,380	0,000
H <sub>5</sub>	Turnover Intention <-- Job Satisfaction	0,206	0,062	3,314	0,000

Source: processed by the author

Based on the available knowledge, this study's hypothesis testing results demonstrate significant influences between the variables under investigation. Firstly, emotional exhaustion has a significant and negative influence on job satisfaction (t-score = -3.795; p-value = <0.001), indicating that emotional exhaustion negatively impacts job satisfaction. Therefore, hypothesis H1 is accepted.

Additionally, there is a positive and significant influence of employee engagement on job satisfaction (t-score = 3.352; p-value = <0.001), suggesting that higher levels of employee engagement correspond to higher levels of job satisfaction. Thus, hypothesis H2 can also be accepted.

Furthermore, it was found in this study that emotional exhaustion (t-score = 3.499; p-value = <0.001), employee engagement (t-score = 3.380; p-value = <0.001), and job satisfaction (t-score = 3.314; p-value = <0.001) significantly and positively affect Turnover Intention. This indicates that the higher the levels of emotional exhaustion, employee engagement, and job satisfaction, the higher the intention of employees to move. Therefore, hypotheses H3, H4, and H5 are accepted.

To confirm the indirect influence through the existing mediating variables, Table 5 in this study presents the results of the Sobel test.

Table 3. Sobel test

Path	Sobel test statistic	Two-tailed probability
Emotional Exhaustion --> Job Satisfaction --> Turnover Intention	-2.58	0.00965
Employee Engagement --> Job Satisfaction --> Turnover Intention	2.13	0.02077

Source: processed by the author

The Sobel test results indicate divergent outcomes for the two hypotheses under examination. Specifically, for first Sobel test statistic is -2.58, yielding a p-value of 0.00965. This statistic is below the

critical t-table value (1.96), and the p-value falls below the significance level of 0.05. Consequently, there is substantial evidence to reject hypothesis H1. This implies that job satisfaction does not act as a mediating variable in the relationship between emotional exhaustion and turnover intention.

Secondly, for H2, the t-score value is 2.13, and the p-value is 0.02077. The t-score value is larger than the t-table value (1.96), and its p-value is also less than the significance level (0.05). Thus, there is sufficient evidence to support second hypothesis. This indicates a significant positive influence between employee engagement and turnover intention mediated by job satisfaction among Generation Z in Indonesia. Therefore, the Sobel test results provide valuable information regarding the influence of the mediating variable and the direct influence on the relationships among the variables examined in this study.

The gathered data shows some evidence that emotional exhaustion significantly and negatively affects job satisfaction. This is further supported by previous research (S. E. Lee et al., 2020), which argues that high levels of emotional exhaustion will lead employees or individuals working in the company to be unfocused and have divided attention on their tasks. Automatically, they will often make mistakes and experience a decline in work quality, ultimately resulting in decreased employee job satisfaction. Furthermore, employee engagement has a significantly positive impact on job satisfaction. Previous research has supported this notion (Goestjahjanti et al., 2020; Purwanto, 2020; Wang et al., 2020). Support the statement because their research reveals that highly dedicated employees tend to associate their identity with their job, as the job provides valuable, inspirational, and challenging experiences. They also feel enthusiastic and proud of their work. When employees are committed to their jobs, it depicts individuals who are consistently severe and dedicated in carrying out their tasks, which ultimately impacts individual job satisfaction.

Emotional exhaustion significantly influences the intention to switch jobs, in line with the research (Alola et al., 2019; Schiffinger & Braun, 2020). The research reveals that when employees experience emotional exhaustion, they are likely to frequently feel tired, stressed, and unfocused on their work due to the pressures faced within the company. Therefore, the intention to switch jobs they perceive as better than their previous job arises. Furthermore, employee engagement significantly influences the intention to switch jobs, supported by previous research by Juliantara et al (2020), the one stating that individuals have engagement and commitment, but that does not guarantee a decrease in the intention to switch jobs. This is because many other factors cause employees to have the intention to change jobs. On the other hand, positive job satisfaction influences the intention to switch jobs. This is in line with previous research conducted by (Anees et al., 2021; Sutrisno & Widhianto, 2021). The research revealed that high job satisfaction is not sufficient to keep employees in the company if other factors make them feel dissatisfied overall. Therefore, it is important to understand that job satisfaction is not always the sole factor determining whether someone will stay or leave the organization.

The first Sobel test results indicate that job satisfaction does not mediate the relationship between emotional exhaustion and the intention to switch jobs, consistent with previous research (Chan & James, 2020). In this context, previous research consistent with these findings has indicated that job satisfaction does not mediate between emotional exhaustion and the intention to switch jobs. This means that while emotional exhaustion can significantly affect the intention to switch jobs, job satisfaction does not significantly mediate the relationship between these two variables. In other words, job satisfaction does not serve as a significant intermediary between the influence of emotional exhaustion and the intention to switch jobs. This finding is important as it highlights that other factor, such as organizational and work environment factors, play a more significant role.

Meanwhile, the results of the second Sobel test indicate that job satisfaction mediates the relationship between employee engagement and the intention to switch jobs, consistent with previous research by Anggela & Andriani (2022), which suggests that when employees are satisfied with their jobs, it can mediate the relationship between their level of engagement and the desire to switch jobs. In other words, job satisfaction can be a crucial factor influencing whether the level of employee engagement will drive them to seek new employment.

#### **4. Conclusion**

According to the conducted analysis, this study asserts the presence of a noteworthy correlation between emotional exhaustion, employee engagement, job satisfaction, and turnover intention among Generation Z in

Indonesia. The results of this study indicate that emotional exhaustion contributes negatively to job satisfaction, while employee engagement plays a positive role in increasing job satisfaction. Additionally, emotional exhaustion, employee engagement, and job satisfaction collectively influence turnover intention. This emphasizes the importance of effective emotional management and the development of employee engagement to strengthen workforce retention among Generation Z. This research contributes significantly to understanding the factors influencing employee retention in the Generation Z workforce in the Indonesian context.

The results of this research have relevant practical implications for banking companies and Generation Z employees in Indonesia. First, banking companies need to pay serious attention to the emotional well-being of their employees. Efforts to reduce emotional exhaustion can significantly increase job satisfaction and reduce employee turnover. Second, companies should encourage employee engagement by creating a supportive and motivating work environment. Strong employee engagement can positively influence job satisfaction and reduce turnover intention. Third, banking companies need to understand the factors that make employees satisfied in the workplace and ensure that these factors are maintained. This can be achieved by improving performance management, recognition, or career development opportunities.

However, this research also has some limitations. First, the sample of this study is still limited and focused only on the banking sector. Therefore, further research could involve a more diverse range of industries. Second, the respondents engaged in this study have specific demographic characteristics, namely Generation Z in Indonesia. Therefore, future research is suggested to apply a broader demographic. Third, this study only considers several mediating variables, such as emotional exhaustion, employee engagement, turnover intention, and job satisfaction. Therefore, future research could assume the role of other variables that potentially affect turnover intention. Finally, researchers can include additional moderation variables to understand the correlation between independent and dependent variables more deeply.

The practical implications of this research are paramount for banking companies and Generation Z employees in Indonesia. The study underscores the critical role of managing emotional well-being, fostering employee engagement, and understanding factors contributing to job satisfaction in mitigating turnover intentions among Generation Z. For banking companies, prioritizing initiatives that address emotional exhaustion, create a supportive work environment, and sustain employee satisfaction can significantly enhance retention efforts. Moreover, the findings emphasize the need for tailored strategies, recognizing the unique dynamics within the Generation Z workforce. By implementing measures to bolster emotional management and engagement, companies can create a workplace conducive to the preferences of Generation Z, fostering long-term stability and productivity.

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