THE INFLUENCE OF NON-PHYSICAL WORK ENVIRONMENT, WORKLOAD, AND WORK STRESS ON TURNOVER INTENTION OF GEN Z EMPLOYEES IN INDONESIA WITH JOB SATISFACTION AS A MEDIATING VARIABLE

FINAL PROJECT

To Fulfill the Requirements for Obtaining
a Bachelor's Degree

DUHAFILIANISA
NIM. B1024221035

MANAGEMENT STUDY PROGRAM
FACULTY OF ECONOMICS AND BUSINESS
TANJUNGPURA UNIVERSITY
PONTIANAK
2026

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The Influence of Non-Physical Work Environment, Workload, and Work Stress on Turnover Intention of Gen Z Employees in Indonesia with Job Satisfaction as a Mediating Variable

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ABSTRAK

Penelitian ini bertujuan untuk memeriksa pengaruh lingkungan kerja non-fisik, beban kerja, dan stres kerja terhadap niat pergantian di antara pekerja Generasi Z di Indonesia, dengan mediasi kepuasan kerja. Penelitian ini menggunakan metode kuantitatif, menggunakan survei online yang disampaikan kepada 210 pekerja Generasi Z di industri ritel Indonesia. Strategi sampel yang digunakan adalah pengambilan sampel yang bertujuan, dan analisis data dilakukan dengan SEM-PLS. Temuan mengungkapkan bahwa lingkungan kerja non-fisik secara signifikan mengurangi niat pergantian dan meningkatkan kepuasan kerja. Beban kerja tidak memiliki efek yang signifikan pada niat pergantian tetapi secara positif mempengaruhi kepuasan kerja. Stres kerja tidak secara langsung mempengaruhi niat pergantian, namun, itu secara positif mempengaruhi kepuasan kerja. Kepuasan kerja secara signifikan mempengaruhi niat pergantian dan sepenuhnya memediasi hubungan antara lingkungan kerja non-fisik dan niat pergantian, tidak memediasi efek beban kerja, dan sebagian memediasi hubungan antara stres kerja dan niat pergantian.

Kata Kunci: *Lingkungan Kerja Non-Fisik; Beban Kerja; Stres Kerja; Turnover Intention; Kepuasan Kerja*

The Influence of Non-Physical Work Environment, Workload, and Work Stress on Turnover Intention of Gen Z Employees in Indonesia with Job Satisfaction as a Mediating Variable

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ABSTRACT

This research aims to examine the influence of non-physicalwork environment, workload, and work stress on turnover intention among Generation Z workers in Indonesia, withmediation job satisfaction. The research used quantitative method, using online survey delivered to 210 Generation Z workers in Indonesia's retail industry. The used samplestrategy was purposive sampling, and data analysis wasperformed with SEM-PLS. The findings reveal that non-physical work environment significantly reduces turnover intention and enhances job satisfaction. Workload has no significant effect on turnover intention but positively affects job satisfaction. Work stress does not directly influence turnover intention, however, it positively affects job satisfaction. Job satisfaction significantly influences turnover intention and fully mediates the relationship between the non-physical work environment and turnover intention, does not mediate the effect of workload, and partially mediates the relationship between work stress and turnover intention.

Keywords: *Non-Physical Work Environment; Workload; Work Stress; Turnover Intention; Job Satisfaction*

FINAL PROJECT SUMMARY

The Influence of Non-Physical Work Environment, Workload, and Work Stress on Turnover Intention of Gen Z Employees in Indonesia with Job Satisfaction as a Mediating Variable

1. Background

The growth of Generation Z in the workforce is becoming increasingly significant, particularly as they are expected to dominate the workforce and take on leadership roles by 2030. Human Resource Management (HRM) plays an important role in managing this generation effectively, including addressing turnover intention. Gen Z is considered more likely to change jobs than previous generations, with work duration in the early stages of their careers being shorter than that of Millennials, Gen X, and Baby Boomers. This makes turnover intention an important issue that organizations need to address through effective HR practices.

In Indonesia, turnover intention among Gen Z is particularly relevant in the modern retail industry, which has a relatively high employee turnover rate. The characteristics of retail work, including shift schedules, high workloads, strict sales targets, long working hours, and intensive customer interactions, may not align with Gen Z's expectations regarding flexibility, mental health, and work-life balance. Factors such as the work environment, workload, work stress, and leadership can influence employees' decisions to remain in or leave an organization. In this context, job satisfaction is also important because positive working conditions, manageable workloads, and lower stress levels can improve employees' satisfaction and potentially reduce their intention to leave.

Although previous studies have examined the relationships between work environment, workload, work stress, and turnover intention, limited research has specifically focused on the unique characteristics of Gen Z employees in Indonesia. Furthermore, the mediating role of job satisfaction in explaining how these factors influence turnover intention remains insufficiently explored. Therefore, this study integrates work environment, workload, work stress, and job satisfaction to examine turnover intention among Gen Z employees. The findings are expected to contribute to the development of more effective HRM strategies, particularly in creating supportive work environments, managing workloads and stress, increasing job satisfaction, and ultimately reducing turnover intention among Gen Z employees.

2. Research Problems

1) Does Non-Physical Work environment influences turnover intentions of Gen Z employees?

2) Does Workload influences turnover intentions of Gen Z employees?

3) Does Work stress influences turnover intentions of Gen Z employees?

4) Does Job satisfaction influences turnover intentions of Gen Z employees?

5) Does Job satisfaction mediate the relationship between Non-Physical Work environment, Workload, and work stress on turnover intentions of Gen Z employees?

3. Research Objectives

1) To analyze the effects of Non-Physical Work environment, Workload, and work stress on turnover intentions of Gen Z employees.

2) To determine the impact of Job satisfaction on turnover intentions of Gen Z employees.

3) To examine the mediating role of Job Satisfaction in linking Non-Physical Work environment, Workload, and work stress to turnover intentions of Gen Z employees.

4) To provide practical recommendations for HR management to adapt to the characteristics of Generation Z.

4. Research Method

This study uses a quantitative approach with an online questionnaire based on the Likert scale 1–5 to collect data. Respondents are Generation Z employees in the Indonesian retail sector aged 19–28 years old and have worked for at least six months, who were selected using purposive sampling. Data collection is done online due to geographical, cost, and time limitations. The validity and reliability of the instrument is tested through AVE and Cronbach's alpha, while the intervariable relationship testing uses R^2 and bootstrapping. Based on 21 research indicators, the suggested sample size is 105–210 respondents.

The data was analyzed using Structural Equation Modelling–Partial Least Squares (SEM-PLS) to test the direct or indirect relationship between variables. Analysis includes the evaluation of the outer model to test the validity and reliability as well as the inner model to test the relationship and significance of the path coefficient through bootstrapping. The SEM-PLS method was chosen because it is suitable for exploratory research, predictive relationship analysis, and medium-sized datasets. This research focuses on the influence of job stress, workload, and work environment on turnover intention, with job satisfaction as a mediation variable in Generation Z employees in the Indonesian retail sector.

5. Research Results

The research results show that the non-physical work environment has a negative and significant effect on turnover intention (β = -0,289; $p < 0.05$) and has a positive and significant effect on job satisfaction (β = 0,460; $p < 0,05$). Workload does not have a significant effect on turnover intention (β = 0,103; $p > 0,05$), but has a positive and significant effect on job satisfaction (β = 0,121; $p < 0,05$). Meanwhile, work stress does not have a significant effect on turnover intention (β = -0,246; $p > 0,05$), but has a positive and significant effect on job satisfaction (β = 0,394; $p < 0,05$). Job satisfaction also shows a positive and significant influence on turnover intention (β = 0,575; $p < 0,05$), although there is a discrepancy between the p value and the hypothesis conclusion in the original text that needs to be rechecked.

In the mediation test, job satisfaction is proven to fully mediate the relationship between non-physical work environment and turnover intention (β = 0,265; $p < 0.05$). On the other hand, job satisfaction does not mediate the relationship between workload and turnover intention (β = 0,069; $p > 0,05$).

For the relationship between work stress and turnover intention, job satisfaction is proven to play a role as a partial mediator ($\beta = 0,227$; $p < 0,05$). Thus, the research results show that the nonphysical work environment and job satisfaction are important factors in explaining turnover intention, while the influence of workload and work stress on turnover intention is not proven to be significantly directly.

6. Conclusion and Recommendations

1) Conclusion

The non-physical work environment considerably reduces turnover intention while increasing job satisfaction. Workload does not have a major impact on turnover intention, but it does improve work satisfaction. Similarly, work stress has no direct relationship on turnover intention, but it does dramatically increase job satisfaction in the context of this research. Furthermore, work satisfaction has a major impact on employee turnover intentions. The mediation analysis demonstrates job satisfaction is a key mechanism by determining which organizational factors impact employees' propensity to quit. Specifically, job satisfaction serves as a mediator between the non-physical work environment and turnover intention, as well as the link between work stress and turnover intention. It does not, however, act as a mediator between workload and turnover intention.

2) Recommendations

To improve job satisfaction and reduce turnover, organizations should focus on strengthening interpersonal relationships, improving communication between supervisors and employees, creating supportive work environments, and implementing employee development and recognition programs. While task management is still crucial, fostering a psychologically friendly workplace seems to be a more successful method for keeping Generation Z workers. Future studies should include additional variables such as organizational commitment, work-life balance, leadership style, organizational support, and compensation, as well as expand the research across different industries and geographical regions in Indonesia, to improve the findings' generalizability.

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THE INFLUENCE OF NON-PHYSICAL WORK ENVIRONMENT, WORKLOAD, AND WORK STRESS ON TURNOVER INTENTION OF GEN Z EMPLOYEES IN INDONESIA WITH JOB SATISFACTION AS A MEDIATING VARIABLE

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ABSTRACT

This research aims to examine the influence of non-physical work environment, workload, and work stress on turnover intention among Generation Z workers in Indonesia, with mediation job satisfaction. The research used quantitative method, using online survey delivered to 210 Generation Z workers in Indonesia's retail industry. The used sample strategy was purposive sampling, and data analysis was performed with SEM-PLS. The findings reveal that non-physical work environment significantly reduces turnover intention and enhances job satisfaction. Workload has no significant effect on turnover intention but positively affects job satisfaction. Work stress does not directly influence turnover intention, however, it positively affects job satisfaction. Job satisfaction significantly influences turnover intention and fully mediates the relationship between the non-physical work environment and turnover intention, does not mediate the effect of workload, and partially mediates the relationship between work stress and turnover intention.

Keywords: *Non-Physical Work Environment; Workload; Work Stress; Turnover Intention; Job Satisfaction*

INTRODUCTION

The world of work has seen a surge in new Human Resources (HR) talent over the past decade. These newcomers are members of Generation Z. When the demographic dividend occurs in the country in 2030, Gen Z will dominate the workforce and become the organization's and government's leaders (Wibowo et al., 2024). In 2017, Deloitte disclosed that by 2021, Gen Z will make up over 20% of the workforce in companies (Sakitri, 2021). Human Resource Managemendt (HRM) is responsible for strategic planning in order to achieve organizational effectiveness and efficiency. Optimized HRM implementation does not only improve operational performance, but it also improves overall organizational capability. One of the most important aspects that needs to be considered in HR management practices is turnover intention, which is an employee's desire to leave their job. (Fathan & Sary, 2025).

Gen Z as a workforce contributor presents a significant chance for business expansion, yet issues emerge when various studies indicate that Gen Z tends to switch jobs (turnover intention) more frequently and quickly than older generations (Wibowo et al., 2024). According to the World Economic Forum, Gen Z is more likely to advance in their careers than their older counterparts. In comparison to 1.8 years for millenials, 2.8 years for Gen X, and 2.9 years for baby boomers at the same stage of their careers, their average work time was just 1.1 years in their first five years (Noordende, 2025). Employee turnover in the workplace, whether due to leadership style, work environment, job stress, or salary, is a problem that must be addressed in the field of human resource management (Yücel, 2021).

The issue of turnover intention among Generation Z employees, particularly in Indonesia, remains a source of concern. Several organizations in diverse areas, such as retail, have substantial staff turnover. In Indonesia, the retail industry has an average turnover rate of 13%, which is 16.9% higher than other industries (Danti & Elmi, 2023). The phenomenon of turnover intention among Generation Z employees in Indonesia's modern retail industry is gaining traction due to a mismatch between their work expectations and the nature of retail jobs, which require quick service, flexible scheduling, and high-intensity interactions. According to Badan Pusat Statistik (2026), wage earners or workers work an average of 43 hours each week. This statistic significantly surpasses the usual 40-hour workweek required by national legislation. Such extended working hours are widespread in the formal sector, particularly the retail business, which is built on shift-based scheduling, stringent daily sales objectives, and forced overtime to keep stores running (Sriwanti & Dwianto, 2026).

When it comes to the formation of turnover intention, job satisfaction is critical for reducing the influence of work conditions. Job satisfaction is the emotion that employees get while working. When the work atmosphere is favorable, the workload is reasonable for the employee's capabilities, and stress levels are low, job satisfaction rises. Job satisfaction is an important emotional state that employees desire, reflecting the alignment of their expectations with the reality of their job. Job satisfaction is possible when employees' expectations are mainly realized (Taufiq et al., 2023).

Although previous literature has extensively discussed about how work environment, workload, and work stress influence employees' turnover intention, previous studies have generalized the population without differentiating the characteristics of Gen Z itself in the work context, where they have unique characteristics such as prioritizing mental health, work flexibility, and work-life balance, so this is often overlooked in previous studies. Moreover, limited research has investigated the mediation function of job satisfaction as an intermediary variable between these determinants and turnover intention, where job satisfaction can explain

the psychological processes that cause turnover intention. Furthermore, no study has simultaneously combined the variables of work environment, workload, work stress, and job satisfaction in predicting turnover intention in Gen Z. The findings of this study are expected to assist human resource development (HRD) professionals in developing human resource management approaches. These tips, which are expected to enhance job satisfaction and minimize turnover intentions among Gen Z employees, include managing workplace stress, properly regulating workload, and providing a rewarding work environment.

LITERATURE REVIEW, RESEARCH FRAMEWORK, AND HYPOTHESES

Social Exchange Theory

Social exchange theory is a fundamental theoretical framework in organisational sociology that is employed to comprehend individual behaviour in the workplace. Blau (1964) posits that the fundamental foundation of human social interaction is the expectation of reciprocity that is mutually beneficial. Social exchanges entail long-term commitment, trust, and intangible rewards, including emotional support, recognition, and respect, in contrast to economic exchanges, which are explicit and short-term (Blau, 1964). The relationship between a company and its employees is perceived as a form of social exchange in an organisational context. The organization is expected to provide commensurate rewards in exchange for the time, effort, expertise, and loyalty that employees contribute to the organization. The emphasis is shifted from economic transactions to mental well-being and a comfortable work environment when Generation Z's characteristics are taken into account. In the context of current organizational behavior research, Blau (1964) classic theory is still very relevant and extensively embraced by contemporary researchers to describe the dynamics of new-generation work relationships (Cropanzano et al., 2017;Zhang et al., 2024). Consequently, Peter Blau's Social Exchange Theory is implemented to investigate the mechanisms by which the dynamics of burden, tension, and the non-physical work environment mediated by job satisfaction influence the decisions of Gen Z employees to either quit or remain with a company.

Non-Physical Work Environment

Work environment includes a variety of work motivators, work stressors, physical surroundings, and interactions with coworkers, as well as different supervision and management approaches (Billings and Moos, 1982, as cited in Abdou et al., 2022). The non-physical work environment is a condition related to work relationships with superiors, fellow co-workers and also subordinates. Kusuma (2021) defines a non-physical work environment as one that must be cultivated to facilitate daily operations while fostering a strong sense of familial connection. A positive and productive work environment can strengthen workers' emotional attachment to the business. In contrast, a less supportive work atmosphere can cause discomfort and raise the risk of employee resignation (Fathan & Sary, 2025). Work environment divides into two categories: 1. The physical work environment refers to the tangible features of the workplace that have a direct or indirect impact on employees; 2. Non-physical work environment refers to the social and interpersonal situations that individuals face in the job, such as interactions with colleagues, supervisors, and subordinates (Sedarmayanti, 2018, as cited in Taufiq et al., 2023).

Workload

Workload refers to the total number of tasks or groups of tasks performed by an individual under normal conditions during a specific period associated with specific indicators (Nurhandayani, 2022). Workload may be established using two rating scales: the first is based on internal characteristics such as motivation, desire, perception, and satisfaction. Second, external elements include each job completed, the amount of time spent working, the intricacy of the activity, and time off (Situmorang et al., 2022). Munandar (2011) offered three workload indicators: 1) goals to be met, 2) working circumstances, and 3) work standards (Nabila & Syarvina, 2022). This explanation indicates that workload encompasses not only the quantity of tasks an employee is required to perform but also the physical, mental, and temporal demands that must be navigated during the work process. An optimal workload that corresponds with an individual's capability may enhance work efficiency and production, while an excessive burden may result in weariness, occupational stress, and diminished performance.

Work Stress

Stress is a detrimental reaction individuals experience when they see themselves as overwhelmed by obligations, prospects, or obstacles (Robbins & Coulter, 2010, as cited in Suriadi et al., 2023). Stress comprises the existence of demands, the conviction that these demands are significant and drain one's resources, and the manifestation of responses that often affect one's well-being (Ellis, 2006, as cited in Saleem et al. 2024). Workplace pressure, heightened stress, and job insecurity may lead to problems that workers transfer into their personal lives. Numerous behavioural anomalies result from work-related stress, including adverse relationships among colleagues, a heightened frequency of absenteeism, and a persistent decline in morale (Salama et al., 2022). Employees enduring chronic stress are more prone to emotional exhaustion, job dissatisfaction, and less engagement in their work activities. Thus, prolonged work stress may prompt individuals to pursue alternate career options, ultimately heightening their desire to depart from the firm. Indicators of occupational stress: 1. Task requirements, 2. Role obligations, 3. Interpersonal expectations, 4. Organisational Framework, 5. Organisational Leadership (Robbins, 2006, as cited in Firayanti et al., 2025).

Turnover Intention

Turnover intention refers to the likelihood that an individual may depart from an organization, either genuinely or disingenuously, as a result of diminished engagement with their job and the availability of other employment options (Mobley, 2011, as cited in Astuty & Risanty, 2024). Elevated turnover intention rates may result in several adverse effects, such as heightened recruiting and training expenses, diminished productivity, erratic organisational performance, and reduced satisfaction among remaining workers (Tsen et al., 2021). Should the desire manifest, it will be apparent in the behaviour of employees who exhibit heightened absenteeism, increased violations of workplace regulations, the audacity to challenge or protest against superiors, and a diminished sense of accountability in fulfilling their responsibilities (Cowan et al, 2018, as cited in Pratama et al., 2022). Mobley (1978) delineated three signs of the intention to leave: workers contemplating resignation, employees planning to seek other job, and employees wanting to resign (Uhamka, 2021).

Job Satisfaction

Job satisfaction is defined as a positive disposition towards one's job, arising from an evaluation of its characteristics. Job satisfaction is influenced by employees' perceptions of how well their job fulfils their valued needs (Robbins, 2008; Luthans, 2011; Badrianto et al.,

2023). Job satisfaction as an employee's positive attitude towards the company, colleagues, and responsibilities (Szypniewska, 2014, as cited in Alzubi et al. 2023). Job satisfaction is a positive disposition towards work responsibilities derived from an awareness of the intrinsic qualities of the roles (Melowdies et al. 2024). Job satisfaction denotes workers' comprehensive assessment of their work experiences and the degree to which their expectations are met by the firm. Employees often report elevated job satisfaction when they believe their contributions are justly compensated, their work has significance, and they get sufficient support from superiors and peers. Afandi (2018) revealed that job satisfaction consists of five indicators, 1) salary, 2) the work itself, 3) promotion opportunities, 4) relationships with coworkers, 5) supervision by superiors (Annatasya & Rosalina 2022).

Non-Physical Work Environment on Turnover Intention

Numerous research have investigated the correlation between the non-physical work environment and the turnover intentions of Generation Z workers. In Abdou et al., 2022 study (as cited in Zeytinoglu et al., 2004) assert that anxiety, elevated turnover intentions, and several other workplace issues stem from short and changeable shifts, insecure employment, irregular hours, inadequate compensation, and the need to handle multiple calls. The research conducted by Nurharfiansyah & Febrian (2025) revealed that working conditions considerably adversely affect turnover intentions. Individuals often resist leaving their employment due to a favourable work environment. The non-physical work environment significantly influences workers' intentions to stay with or go from a firm. A workplace marked by supportive interpersonal interactions, good communication, mutual respect, and equitable treatment may cultivate a feeling of comfort and belonging among workers. These favourable encounters foster a deeper emotional connection between workers and the firm, thereby diminishing their inclination to pursue other job opportunities.

H1: Non-Physical Work environment influences turnover intentions of Gen Z employees.

Workload on Turnover Intention

Workload is the volume of work that a person or organizational unit must do within a certain period (Adiputra & Milleny, 2024). Gayatri, as referenced in Priyono et al. (2023), asserts that Generation Z and Millennials often alter their employment due to dissatisfaction and an overwhelming workload. When the workload corresponds with employees' physical capacities, skills, and available time, they enjoy job satisfaction and have an increased propensity to stay with the firm (Adiputra & Milleny 2024). Research by Ulviana (2025) demonstrates that an excessive workload substantially correlates with the intention to leave, since a high workload may drive Generation Z employees to pursue better job prospects. Fatigue and burnout are unavoidable when individuals are tasked with responsibilities that beyond their ability. Excessive workloads may be seen as a danger to these expectations, resulting in staff feeling overwhelmed and discontented with their positions. Thus, an excessive workload may diminish workers' commitment to the firm and heighten their desire to leave.

H2: Workload influences turnover intentions of Gen Z employees.

Work Stress on Turnover Intention

Heightened work stress often signifies augmented job demands, which consequently accelerate the exhaustion of employee resources. Increased stress levels may enhance people' propensity to pursue new career opportunities (Pei et al., 2024). Tjandra & Erdiansyah (2024), discovered that the inclination for job change among Gen Z employees is significantly and positively influenced by the stress they experience in the workplace. Occupational stress leads to adverse outcomes such as absenteeism, burnout, and employee turnover (Aziz et al., 2018, as cited in Meier et al., 2021). Employees who endure this condition will experience emotional fatigue and psychological distress. Work-related stress is a significant determinant affecting workers' choices to stay with or depart from a firm. Continuous exposure to severe work expectations, stringent deadlines, position uncertainty, or interpersonal problems may lead to psychological strain in individuals, impairing their performance capabilities. This suggests that heightened workplace stress is associated with an increased probability of employee turnover.

H3: Work stress influences turnover intentions of Gen Z employees.

Non-Physical Work Environment on Job Satisfaction

Working in a safe and comfortable environment improves employee mood, increasing their overall job satisfaction. Furthermore, a stimulating work environment promotes employee well-being and morale, allowing them to perform optimally. Sukardi (2024) in his research, he found that the Non-Physical Work Environment simultaneously had a positive influence on Employee Job Satisfaction at PT Papandayan Cocoa Industries Bandung. It shows that secure and comfortable work environment boosts job satisfaction among Generation Z employees. The correlation between the non-physical work environment and job satisfaction is attributable to the significant amount of time individuals engage with colleagues and supervisors in the workplace. When these relationships are defined by trust, collaboration, and transparent communication, workers are more inclined to cultivate good emotional reactions toward their job. Thus, a supportive non-physical work environment is a vital organisational asset that improves employee happiness, engagement, and long-term dedication to the firm.

H4: Non-Physical Work environment influences job satisfaction of Gen Z employees.

Workload on Job Satisfaction

Numerous research have shown a clear correlation between escalating workload and diminishing job satisfaction, suggesting that workload may significantly impact job satisfaction. A substantial workload may induce employee weariness, altering the equilibrium between job expectations and employee capabilities, eventually diminishing job satisfaction. Employees are more inclined to engage in withdrawal behaviours when they see powerlessness in their work environment, suffer dissatisfaction, or encounter organisational unfairness (Buckner et al. 2014, as cited in Korzynski et al. 2024). As the demands become more untenable, workers experience a loss of autonomy in their roles, diminishing their overall feeling of well-being. A research by Usniarti & Nuvriasari (2024) at PT Erhsali Mitra Investama revealed that workload adversely affected employee job satisfaction. When job expectations consistently surpass the resources, time, and energy accessible to workers, they may encounter emotional tiredness and dissatisfaction, which reduce their overall job satisfaction. A balanced workload enables workers to do their jobs efficiently while

preserving their well-being, so promoting a more favourable assessment of their employment.

H5: Workload influences job satisfaction of Gen Z employees.

Work Stress on Job Satisfaction

According to To et al. (2024) work stress refers to conditions that affect emotions and cognitive abilities. When available resources in the workplace fail to fulfill job demands, employees may face increased stress, resulting in negativity and discontent. Job characteristics significantly influence job satisfaction and impact employees' personal lives. Employees across different fields face stress that impacts their job satisfaction directly (Friganovic et al., 2019, as cited in Xie et al., 2021). Research by Siswadi et al. (2024) reinforces this, showing that work stress adversely affects job satisfaction. Additional research by Ariansy & Kurnia (2022) revealed that job stress has an adverse and negligible impact on job satisfaction. However, recent findings indicate that the relationship between work stress and job satisfaction is not always negative. Recent studies found that work stress positively and significantly affects job satisfaction, suggesting that manageable work pressure may be perceived as a challenge that encourages greater employee engagement and satisfaction (Armunanto et al. 2024; Marlapa et al. 2024). These findings indicate that the relationship between work stress and job satisfaction may depend on how employees perceive and respond to job demands.

H6: Work stress influences job satisfaction of Gen Z employees.

Job Satisfaction on Turnover Intention

Employee turnover can be reduced when individuals feel satisfied with their professional roles. A key approach for companies to lower employee turnover is to enhance job satisfaction (Dodanwala et al., 2023). Enhancing job satisfaction provides multiple advantages for organizations, such as lower turnover rates, improved operational efficiency, and cost reductions (Lin et al., 2022). This statement is supported by research by Mustika et al. (2025), indicating that job satisfaction negatively and significantly impacts turnover intentions. Employees who are satisfied with their jobs are more likely to form strong bonds with the firm, and vice versa. In spite of this, empirical evidence regarding the correlation between turnover intention and job satisfaction remains inconsistent. Pranoto et al. (2024) discovered that job satisfaction had a positive and significant impact on turnover intention. Job satisfaction may not always directly enhance employees' intention to remain in an organisation, as suggested by this contradictory evidence. It is possible that employees who perceive positive development in their work may develop a greater sense of confidence in their abilities and become more cognisant of alternative career opportunities.

H7: Job satisfaction influences turnover intentions of Gen Z employees.

Job Satisfaction Mediates the Effect of Non-Physical Work Environment on Turnover Intention

Few studies have examined whether job satisfaction mediates the impact of work environment on employee turnover intentions, particularly among Gen Z employees. Research by Muviana (2022) indicates non-physical work environment has a significant negative effect on turnover intention. And Job satisfaction has a significant negative effect on turnover intention. According to a separate study conducted by Khanifah et al. (2025) job satisfaction serves as a partial mediating factor in the relationship between the work environment and turnover intention. A pleasant work atmosphere will undoubtedly boost

employee job satisfaction, such as sentiments of joy when praised, and so on. However, a stressful situation will cause employees to want to quit. This implies that a high-quality workplace increases job satisfaction and may reduce their desire to leave.

H8: Job satisfaction mediates the effect of non-physical work environment on turnover intentions of Gen Z employees.

Job Satisfaction Mediates the Effect of Workload on Turnover Intention

Excessive workload can lead to employee fatigue and affect their job satisfaction. Additionally, an overwhelming workload may make workers more likely to quit their current position. On the other hand, a high degree of work satisfaction might lessen the desire to quit. This viewpoint is supported by research by Sitorus et al. (2024) who found that workload, if it results in job satisfaction, has a positive and significant effect on Generation Z employees' turnover intentions. Furthermore, the findings of Adiputra & Milleny (2024) strengthen this notion by revealing that workload has a positive and significant influence on employee turnover intentions, which is mediated by job satisfaction. Employees who believe their task is excessive will report lower levels of satisfaction, which is thought to cause additional stress. This diminished work satisfaction is likely to make them desire to leave.

H9: Job satisfaction mediates the effect of workload on turnover intentions of Gen Z employees.

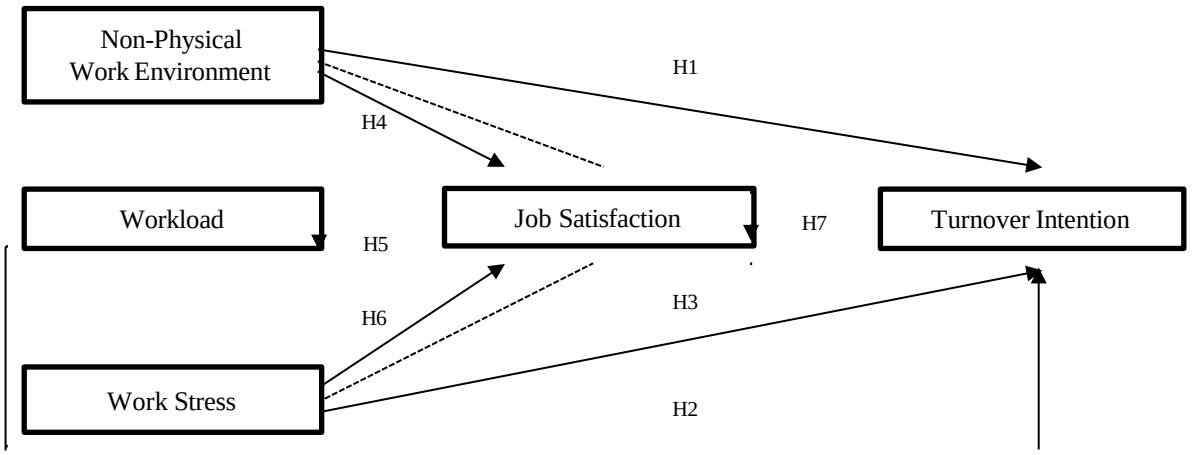
Job Satisfaction Mediates the Effect of Work Stress on Turnover Intention

Job satisfaction may function as a psychological mechanism that elucidates the impact of work stress on the intention of employees to leave an organisation. Setyaningsih et al. (2024) discovered that turnover intention was substantially increased by work stress, and that job satisfaction mediated the relationship between work stress and turnover intention. In the same vein, Marlapa et al. (2024) underscored the intervening role of job satisfaction in elucidating employees' responses to workplace stress and turnover intention. These results indicate that turnover intention may be influenced by work stress through both direct and indirect psychological processes. The manner in which workplace pressure is translated into withdrawal intentions may be influenced by the evaluation of employees' work experience, as evidenced by job satisfaction. Consequently, job satisfaction can serve as a critical intervening mechanism in the relationship between turnover intention and work stress.

H10: Job satisfaction mediates the effect of work stress on turnover intentions of Gen Z employees.

Research Framework

The following study framework can be constructed based on the previous description:



Source: Data Analyzed, 2026

Figure 1
Conceptual Framework