



THE IMPACT OF WORK STRESS AND JOB SATISFACTION ON THE TURNOVER INTENTION OF GENERATION Z EMPLOYEES IN TASIKMALAYA CITY

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Abstract. This study examines the effect of work stress and job satisfaction on Generation Z employees' desire to change jobs in Tasikmalaya City. Data were collected through a survey of respondents selected using convenience sampling, then analysed using multiple linear regression. The results show that work stress has a large and significant effect on the intention to change jobs, while job satisfaction does not show a significant effect on its own. These findings indicate that for Generation Z, job satisfaction is not sufficient to reduce the desire to change jobs when work stress is high. Overall, both factors do have an effect, although their contribution to changes in the intention to change jobs is still relatively small. Therefore, there are many other factors such as commitment to the organization, work culture, leadership style, and career opportunities that also influence the decision to change jobs. The use of convenience sampling is one of the limitations of this study, so the results cannot be widely applied. In general, this study proves that work stress is the main factor that drives Generation Z to leave their jobs.

Keywords: Work Stress; Job Satisfaction; Turnover Intention; Generation Z.

1. Introduction

Human resources (HR) are the most important asset in the continuity and growth of an organization. HR is not only responsible for implementing policies, but also plays a key role in determining a company's performance and competitiveness. Therefore, effective HR management is essential to maximize employee performance and create a supportive work environment. A major challenge facing companies today is how to retain quality employees so they do not move to other organizations, especially amid rapid change and competition in the workplace.

One important issue in the modern workplace is the increasing desire of employees to change jobs, known as turnover intention. This phenomenon is particularly pronounced among young workers, especially Generation Z, who were born between 1997 and 2012. They are now becoming the majority in the Indonesian labor market. According to data from the Central Statistics Agency (BPS, 2024), the population of Tasikmalaya City has reached 761,080 people, of which around 14.3% are Generation Z. However, their numbers do not yet fully reflect productive involvement, as some of them are not yet working or have not pursued formal education.

In the workplace, Generation Z has characteristics that differ from previous generations. They are more open to change, are not afraid to express their opinions, and have high expectations for work flexibility, work-life balance, and opportunities for growth. If the work environment does not meet their expectations, they are more likely to leave their jobs. This is clearly evident in the city of Tasikmalaya, where many companies face problems such as low minimum wages, high workloads, increasing work pressure, and limited career development facilities. These conditions often lead to work-related stress and decreased job satisfaction, which ultimately increases the intention to leave the job, especially among young employees, particularly Generation Z.

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In terms of work behavior, Herzberg's Two-Factor Theory provides a useful framework for explaining the relationship between work stress, job satisfaction, and the intention to change jobs. Herzberg (1959) stated that there are two types of factors that influence employees' attitudes and actions toward their work, namely motivators and hygiene factors. Motivators such as achievement, recognition, responsibility, and opportunities for growth can increase job satisfaction because they are related to deep inner needs. Meanwhile, hygiene factors such as company policy, working conditions, relationships with superiors and coworkers, and salary do not directly make people happy, but if they are not fulfilled, they can cause dissatisfaction and stress.

According to this theory, work stress arises when hygiene factors in the work environment are not met. If employees feel that their workload is too heavy, time pressure is too high, relationships with coworkers are uncomfortable, or company policies are unfair, they will feel stressed. This stress can damage mental health and reduce productivity. If these conditions persist, job satisfaction will decline because employees feel uncomfortable, unappreciated, and their basic needs are not being met. Herzberg states that low job satisfaction is the main reason people want to change jobs, because they are looking for an environment that is better able to meet both motivational and hygiene needs. Thus, the relationship between work stress and the desire to change jobs can be explained through job satisfaction, which is influenced by both groups of factors.

Several previous studies have discussed the relationship between work stress, job satisfaction, and intention to leave. For example, research by Kharismania and Mahargiono (2024) at Graha Golf Surabaya found that work stress and job satisfaction have a positive and significant effect on turnover intention. However, other studies, such as Pratama and Wulandari (2022), show that job satisfaction does not always have a significant effect on turnover intention, especially among young workers. These differing results indicate a gap in research regarding the consistency of the influence of job satisfaction on the intention to leave in various industrial contexts. In addition, research conducted by Nugroho and Pamikatsih (2024) on employees at PT Samudra Sinergi Jaya in Sukoharjo shows that work stress and job satisfaction levels have a positive and significant impact on the intention to resign. However, this study only focused on the manufacturing sector and did not analyze the situation of young people in the service sector, which has a more flexible and digital-based work system. This indicates a gap in empirical research and contexts that need to be further explored.

Based on previous research findings and gaps, this study aims to analyze the effect of work stress and job satisfaction on the intention to resign among Generation Z employees in Tasikmalaya City. This study is expected to provide additional insights in the field of human resource management, particularly in understanding the actions of young people in the workplace. Practically, the results of this study can be used as a reference for companies in developing strategies for managing work stress, increasing employee satisfaction, and improving the retention of young people more effectively.

2. Research Method

The population in this study consists of Generation Z employees working in various fields such as services, trade, and industry in the city of Tasikmalaya. Generation Z refers to people born between 1997 and 2012 who are currently working. This group was chosen because it has certain characteristics, such as being receptive to technology, having high expectations of the work environment, and tending to change jobs frequently.

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Two types of data collection techniques were used in this study: primary data and secondary data. Primary data was obtained directly from respondents by administering a closed-ended questionnaire using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Meanwhile, secondary data was obtained from various sources such as scientific journals, books, and official reports relevant to the research topic.

Data collection was conducted online by sending questionnaire links via social media such as WhatsApp and Instagram. To determine the sample, a non-probability sampling method was used, namely convenience sampling, where respondents were selected because they were easily accessible and willing to participate in the study. The number of respondents used was 80 people, which was determined based on the Cochran formula with a 90% confidence level and a 10% error rate.

The sample size was calculated using the formula for determining samples for large or unknown populations:

$$n = \frac{Z^2 \cdot p \cdot q}{e^2}$$

Explanation:

n = minimum number of samples required

Z = Z value for a 90% confidence level, which is 1.645

p = expected proportion (0.5 if unknown)

q = $1 - p = 0.5$

e = margin of error of 0.10

$$n = \frac{(1,645)^2 \cdot 0,5 \cdot 0,5}{0,1^2} = \frac{2,706 \cdot 0,25}{0,01} = 67,65 \approx 68$$

Margin of Error

$68 \times 1.10 = 74.8$, rounded to 75.

Using Cochran's formula, a confidence level of 90%, a margin of error of 10%, and an assumed proportion of 0.5, the basic sample requirement is 68 respondents. After adding a 10% reserve, the sample size used in this study is 75 respondents.

Based on these calculations, the minimum sample size is 75 respondents. Therefore, this study involved at least 75 respondents, but the researcher rounded it up to 80 respondents selected using convenience sampling, namely respondents who were easily accessible and willing to fill out the research questionnaire.

The data collection tools were developed based on theories and indicators used in previous studies. The work stress variable (X_1) was measured using indicators such as workload, time pressure, and role conflict. The job satisfaction variable (X_2) was measured using indicators such as compensation, working conditions, relationships with colleagues, and opportunities for career development. The turnover intention variable (Y) was measured using indicators such as the desire to leave the job, search for a new job, and plans to move. Before use, the questionnaire was tested on a number of respondents with similar characteristics to ensure that the language used was clear, and validity and reliability tests were conducted using SPSS version 20.

Data Analysis Techniques

The collected data were analyzed quantitatively using SPSS software version 20. The analysis process was carried out in several steps, namely:

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1. Validity and reliability tests, to ensure that the research instruments were adequate and consistent.
2. Test classical assumptions, including normality, multicollinearity, and heteroscedasticity.
3. Multiple linear regression analysis, to determine the extent of the influence of work stress and job satisfaction on turnover intention.
4. T-test and F-test, to evaluate the significance level of each variable individually and collectively.
5. Coefficient of determination (R^2) test, to see how much the two independent variables contribute to the dependent variable.

This method is expected to provide a realistic picture of the work stress and job satisfaction conditions of Generation Z employees in Tasikmalaya City and how these factors influence their tendency to change jobs.

3. Results and Discussion

This study aims to understand the impact of work stress and job satisfaction on the intention to leave work among Generation Z employees in Tasikmalaya City. Before conducting regression analysis, the data was first tested through several tests such as validity, reliability, normality, linearity, and other classical assumptions to ensure that the regression model used was appropriate.

Table 1. Reliability Test Results

Variable	Cronbach's Alpha	Description
<i>Work Stress</i> (X_1)	0,870	Reliable
<i>Job Satisfaction</i> (X_2)	0,812	Reliable
<i>Turnover Intention</i> (Y)	0,886	Reliable

Based on the table above, all variables have a Cronbach's Alpha value of more than 0.70, so the research instrument is considered reliable and can be used.

Table 2. Normality Test Results (Kolmogorov-Smirnov Test)

Variable	Asymp. Sig. (2-tailed)	Description
<i>Work Stress</i> (X_1)	0,200	The data are normally distributed.
<i>Job Satisfaction</i> (X_2)	0,200	The data are normally distributed.
<i>Turnover Intention</i> (Y)	0,200	The data are normally distributed.

Asymp. Sig. values greater than 0.05 for all variables indicate that the residual data follow a normal distribution, thus fulfilling the assumption of normality in multiple linear regression analysis.

Table 3. Linearity Test Results

Relationships among Variables	Sig. Deviation from Linearity	Description
<i>Work Stress</i> (X_1) $\rightarrow$ <i>Turnover Intention</i> (Y)	0,308	Linear
<i>Job Satisfaction</i> (X_2) $\rightarrow$ <i>Turnover Intention</i> (Y)	0,469	Linear

A significance deviation value greater than 0.05 indicates that the relationship between work stress and job satisfaction on turnover intention is linear, making the model suitable for use in regression analysis.

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Table 4. Partial Test Results (t-test)

Independent Variable	T calculate	Sig.	Description
<i>Work Stress (X₁)</i>	2,873	0,005	Significantly influential
<i>Job Satisfaction (X₂)</i>	1,045	0,299	Not significantly influential

The results show that work stress positively and significantly affects the desire to change jobs, while job satisfaction has no significant effect.

Table 5. Simultaneous Test Results (F Test)

Model	F calculated	Sig.	Description
<i>Multiple Linear Regression</i>	4,808	0,011	Simultaneously significantly influential

The results of the simultaneous test or F test are used to determine whether the independent variables, namely work stress (X₁) and job satisfaction (X₂), jointly influence the dependent variable, namely turnover intention (Y). From the table above, the calculated F value is 4.808 and the significance value (Sig.) is 0.011, which is smaller than the significance level $\alpha = 0.05$. Because the Sig. value is smaller than 0.05, the null hypothesis (H₀) is rejected and the alternative hypothesis (H_a) is accepted.

Table 6. Coefficient of Determination Test (R²)

Model	R	R Square	Adjusted R Square	Description
1	0,333	0,111	0,088	Contribution of influence of 11.1%

An R Square value of 0.111 indicates that work stress and job satisfaction levels account for 11.1% of the variation in resignation intentions, while 88.9% is influenced by other factors such as leadership style, organizational culture, and career opportunities.

The partial test results show that work stress has a positive and significant effect on employees' intention to change jobs. In other words, the higher the level of stress felt, the greater the likelihood that employees will look for a new job. This is in line with the actual conditions in the field, especially among Generation Z, who have high expectations for flexibility, work-life balance, and a supportive work environment. When workloads feel excessive, tasks are unbalanced, or supervisors fail to provide emotional support, employees tend to feel uncomfortable and choose to look for other jobs that better align with their personal values and needs. This situation is in line with the Job Demands–Resources (JD-R) model, which explains that high job demands can cause psychological pressure, trigger burnout, and ultimately encourage the intention to quit.

Conversely, job satisfaction does not have a significant effect on the intention to leave. This means that even if employees are satisfied with their salary, coworkers, and working conditions, these factors are not strong enough to keep them from leaving if their stress levels are too high. For Generation Z, job satisfaction is more dynamic and not always related to long-term loyalty. They value meaningful work, an environment that supports freedom of expression, and opportunities for growth more than simply feeling financially “satisfied.” These findings are in line with research by Pratama and Wulandari (2022), which states that job satisfaction does not significantly affect the intention to leave among young workers.

Meanwhile, the simultaneous test (F-test) results show that work stress and job satisfaction together have a significant effect on the intention to change jobs. This indicates that the two interact in influencing employees' decisions to stay or leave. When stress increases and satisfaction decreases, the desire to move increases. Conversely, if

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companies are able to create a comfortable work environment and help employees maintain mental balance, the intention to move can be suppressed.

The relatively small R^2 value (0.111) indicates that these two variables only explain a small portion of the change in employees' intention to move. Other factors such as corporate culture, leadership style, career opportunities, and job stability are likely to have a stronger influence. Therefore, the results of this study need to be understood carefully and not generalized too broadly.

These findings provide important insights for companies in Tasikmalaya City that employ many Generation Z employees. Companies need to pay more attention to their psychological and emotional aspects, not just financial rewards. Employee welfare programs, flexible working hours, more open communication, and a fair appreciation system can help reduce stress levels and increase loyalty.

Overall, the research results confirm that employees' intention to leave is not only dependent on job satisfaction but also on psychological conditions and the quality of the work environment that can adapt to the characteristics of the younger generation. Specifically, in Tasikmalaya, these results indicate that a more humane and sustainable HR approach is increasingly important to retain young talent who are energetic, adaptive, and value meaning in their work.

4. Conclusion And Recommendations

The results of this study indicate that work stress is the most significant factor driving Generation Z employees to change jobs, while job satisfaction is not strong enough to retain them when stress levels increase. These findings illustrate that work pressure and demands are more decisive in their decision to seek a new work environment. Overall, work stress and job satisfaction do influence the intention to change jobs, but their contribution is still relatively small ($R^2 = 0.111$), indicating that there are many other factors that contribute to this decision.

This study has limitations because it uses a convenience sampling method, so the results cannot represent the entire population. For further research, it is recommended to add other variables such as organizational commitment, leadership style, work culture, and career development opportunities, as well as to use a more representative sampling method so that the results can be better generalized.

Based on the results of this study, there are several recommendations for parties involved in human resource management, especially for organizations that recruit Generation Z in Tasikmalaya City. Work stress and job satisfaction influence employees' desire to change jobs, although the impact is not yet significant. Therefore, work stress management and job satisfaction improvement must be carried out strategically, sustainably, and tailored to the characteristics of the younger generation so that companies can retain quality employees.

Human resources need to pay greater attention to policies that truly help young employees manage stress and maintain a balance between work and personal life. Efforts such as stress management training, more flexible work arrangements, and easily accessible psychological support need to be continuously strengthened so that employees feel more comfortable, supported, and able to work optimally. In addition, HR also needs to consider control variables such as age, gender, position, length of service, and workload, so that the programs designed can be more relevant and targeted. Although job satisfaction levels have not shown a significant impact, aspects that contribute to satisfaction still need to be improved. For further research, it is recommended to expand

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the sample size and add other variables that are more relevant to the characteristics and dynamics of Generation Z.

For Generation Z employees, the ability to manage stress, organize time, and adapt to change are important factors in facing work demands. They are also expected to maintain professionalism and carefully consider decisions to change jobs.

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