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DETERMINANT IN GEN Z EMPLOYEES: ANALYSIS OF THE INFLUENCE OF BURNOUT AND JOB SATISFACTION

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Abstract

This research aims to analyze the relationship between burnout and job satisfaction with turnover intention in Generation Z employees at PT X, Cirebon City. The research uses a quantitative approach with a cross-sectional survey design. The sample consists of 40 Generation Z employees who were selected using a saturated sampling technique. Data was collected through a Likert scale questionnaire and analyzed using multiple linear regression. The results of the analysis show that burnout has a positive coefficient, but is not significantly related to turnover intention (B = 0,278; β = 0,255; p = 0,079). On the other hand, job satisfaction has a negative and significant relationship with turnover intention (B = −0,682; β = −0,473; p = 0,002). Simultaneously, burnout and job satisfaction are significantly related to turnover intention, F(2, 37) = 11,922; p < 0.001. The model explains 39,2% turnover intention variation (R^2 = 0,392; adjusted R^2 = 0,359). This finding shows that, in the sample and model of this study, job satisfaction has a stronger statistical relationship with turnover intention compared to burnout. Because the research was conducted cross-by-litch on one company with 40 respondents, the results need to be interpreted in a limited way and do not show a cause-and-effect relationship.

Keywords: Burnout, Job Satisfaction, Turnover Intention, Generation Z.

INTRODUCTION

Companies are faced with changes in working conditions, both in the nature of work, work environment, and multi-generational workforce, starting from Baby Boomers, Generation X, Generation Y (Millennial), to Generation Z (Mahapatra et al., 2022). One of the generations that is now starting to dominate the world of work is Generation Z. According to data from the Indonesian Central Statistics Agency (2021), the Gen Z population in Indonesia is 27.94% of 270.20 million people, with the highest percentage compared to previous generations. Based on their estimated age, currently Gen Z is included in 70.72% of the productive age population, which is classified as a labor force. Generation Z (Gen Z) is a

generation that was born in the period between 1997 and 2012. This generation is known to have the characteristics of understanding technology, being creative, innovative, flexible, adaptive to change, able to multitask or work independently, oriented to meaning and social values, and appreciating collaboration and inclusive culture (Rasulong et al., 2024). However, according to Wijaya & Arisetyawan (2023) Gen Z tends to leave their jobs faster if they feel their needs, such as the balance between work and personal life (work-life balance) and job satisfaction are not met.

This high tendency to leave a job is called turnover. Turnover is a turnover phenomenon or employee turnover in a certain time in a company. In 2020, according to the international recruitment company Talentvis, the turnover rate in Indonesia was recorded at 15.8% and gradually increased every year (Arofah, 2023). In addition, the Deloitte (2019) survey in (Suryaningtyas & Fauzi, 2024) also noted that the turnover rate reached 10% since Gen Z began to appear in the labor market. This is in accordance with the reality recorded in the Jakpat survey (2023) which found that the main reason for Gen Z to resign from their job was dissatisfaction with work experienced, such as salary incompatibility with job responsibilities (64,9%), irregular and excessive working hours (56,9%), toxic work culture (52,4%), lack of SOP clarity (51,3%), poor employment relationship (48,8%), excessive workload (41,8%), lack of career path (38,5%), and lack of work-life balance (37,2%).

This phenomenon does not happen suddenly but is started by the employee's desire to leave the company, which is known as turnover intention. Mobley (1977) stated that turnover intention is part of the psychological process that describes the extent of an employee's intention to look for alternative work until he finally makes a decision to leave his job. High turnover intention can cause various negative impacts for the organization, such as increasing recruitment and training costs, decreased productivity, and disruption of organizational stability. Therefore, it is important for companies to understand the factors that affect turnover intention, especially in Generation Z employees.

Burnout and job satisfaction are factors that are suspected to affect turnover intention. When Gen Z experiences various challenges such as high workload, lack of support from superiors, lack of appreciation, and expectations for their needs are not met, then Gen Z tends to be more easily depressed, dissatisfied, even experiencing burnout (Schroth, 2019). According to Maslach (1998) burnout is an employee's emotional response to psychologically demanding work situations that have an impact on job performance and employee health.

Meanwhile, job satisfaction is a level of pleasant and positive emotions that occur in employees (Locke, 1969). In Locke's discrepancy theory, it is explained that an individual's satisfaction or dissatisfaction with the scope of work is influenced by the perception of a mismatch between the individual's expectations and the reality he receives and the priorities of the work that the individual expects. When the expectations and needs of employees are

met, employees will feel job satisfaction. On the other hand, if these work needs are not met, then it can cause job dissatisfaction.

The phenomenon of burnout and job satisfaction is also indicated in Gen Z employees at PT X Cirebon City. Based on the initial assessment through a semi-structured interview with the PT Manager, it was found that there were signs of burnout in some employees such as work fatigue, lack of focus, slow response, reduced interaction with colleagues, and a decrease in performance compared to normal conditions. In addition, there are also indications of job dissatisfaction which are reflected from the decrease in productivity, work motivation, and performance of some employees. This phenomenon shows that there is a tendency of turnover intention in employees who are affected by burnout and job satisfaction conditions.

Research on burnout, job satisfaction, and turnover intention has been done a lot before. However, most of the research is carried out on the industrial sector and the characteristics of different respondents. In addition, research that specifically examines the effect of burnout and job satisfaction on turnover intention in Generation Z employees in digital companies is still relatively limited. In fact, Generation Z has unique characteristics because it pays more attention to mental health, work flexibility, and work-life balance compared to the previous generation. Therefore, this study has a novelty by examining the influence of burnout and job satisfaction on turnover intention in Generation Z employees.

Based on the description, the hypothesis of this study is: (H1) burnout affects turnover intention, (H2) job satisfaction affects turnover intention, and (H3) burnout and job satisfaction simultaneously affect turnover intention. Thus, this research aims to analyze the effect of burnout and job satisfaction on turnover intention in Generation Z employees at PT X Cirebon City.

LITERATURE REVIEW

Turnover intention is one of the important phenomena in the study of organizational behavior and industrial psychology that describes the tendency or intention of an employee to leave the job or the organization where he works. This phenomenon is of concern because the intention to change jobs can be an early indication of the occurrence of actual turnover, which has the potential to cause various consequences for the organization, such as increased recruitment costs, new employee training, potential loss of labor, and disruption of organizational productivity stability. In the context of the development of the working world, the turnover intention phenomenon is increasingly interesting to be studied in a group of Generation Z employees who have relatively dynamic characteristics, expectations, and career orientations. This generation is often associated with the need for work flexibility, balance of personal life and work, opportunities for competency development, and a work

environment that supports psychological well-being. The mismatch between individual expectations and job reality can affect the employee's assessment of the sustainability of his career in the organization. Therefore, burnout and job satisfaction are two important factors that need to be analyzed to understand the determinant of turnover intention in Generation Z employees.

Burnout is a condition of physical, emotional, and psychological fatigue that develops due to prolonged pressure and work demands. The concept of burnout in the study of work psychology generally includes three main dimensions, namely emotional exhaustion, depersonalization or cynicism, and reduced personal accomplishment. This condition can cause individuals to lose energy, experience a decrease in motivation, develop a negative attitude toward work, and feel less able to achieve the expected work results. In the perspective of organizational behavior, burnout can be a driving factor for turnover intention because employees who experience prolonged fatigue tend to evaluate their work conditions and consider other job alternatives. Empirical findings regarding the relationship were shown by Setya (2020), who identified the influence of burnout on turnover intention in PT. ISH Telkom Group employees. Lestari and Diana (2023) also found that burnout has a positive effect on the turnover of information technology professionals. Similar results were shown by Perdana and Sutapa (2021), which proved the positive influence of burnout on the turnover intention of PT Telkomsel employees. Based on these findings, burnout can be positioned as a determinant that has the potential to increase turnover intention.

Job satisfaction is an individual subjective evaluation of work based on the compatibility between expectations, needs, and experiences gained while carrying out professional activities. Job satisfaction can be formed through various aspects, including job characteristics, compensation, interpersonal relationships, superior support, promotion opportunities, and organizational environmental conditions. In the perspective of industrial and organizational psychology, job satisfaction is related to employee attitudes and behaviors, including organizational commitment, motivation, productivity, and intention to change work. Employees who have high job satisfaction tend to show a positive assessment of the organization so that they have a greater tendency to maintain working relationships. On the other hand, dissatisfaction with work can encourage individuals to consider other job alternatives. Setya's research (2020) found that job satisfaction has a direct and negative effect on turnover intention. The findings are reinforced by Lestari and Diana (2023), which show a significant negative influence of job satisfaction on the turnover of information technology professionals. Perdana and Sutapa (2021) also proved the negative influence of job satisfaction on the turnover intention of PT Telkomsel employees. Thus, job satisfaction can be seen as a factor that has the potential to suppress turnover intention.

Burnout and job satisfaction are two psychological constructs that have different characteristics, but are interrelated in explaining employee behavior in the organizational

environment. Burnout describes the condition of fatigue due to work demands, while job satisfaction represents an individual's evaluation of his experience and work conditions. Employees who experience prolonged emotional fatigue have the potential to develop a negative perception of work so that their job satisfaction decreases. On the other hand, high job satisfaction can be one of the psychological resources that helps individuals maintain motivation and involvement in facing job demands. The research of Wibowo et al. (2023) shows that there is a significant relationship between the emotional exhaustion dimension in burnout and job satisfaction in health workers at the Rajagaluh Health Center. Meanwhile, Putra et al. (2024) found that burnout and job satisfaction have a significant effect on turnover intention by placing job satisfaction as a mediation variable. Perdana and Sutapa (2021) also found that job demand has a positive effect on burnout and a negative effect on job satisfaction, while both variables have an effect on turnover intention. This finding provides an empirical basis for testing the contribution of burnout and job satisfaction simultaneously to turnover intention.

Based on five previous studies, it can be identified that burnout and job satisfaction have an important contribution in explaining turnover intention. In general, the research results show a relatively consistent pattern, namely burnout has a positive effect, while job satisfaction has a negative effect on the intention to change jobs. However, there are some differences in the focus and analysis model used. Setya (2020) and Putra et al. (2024) developed a research model involving mediation variables so as to pay attention to the mechanism of the relationship between variables. Wibowo et al. (2023) emphasize the relationship between burnout and job satisfaction without testing turnover intention as a dependent variable. Meanwhile, Lestari and Diana (2023) and Perdana and Sutapa (2021) tested the effect of burnout and job satisfaction on turnover in the context of certain groups of workers. In addition to the difference in population context, the study of Wibowo et al. (2023) shows that not all dimensions of burnout have a significant relationship with job satisfaction. This condition shows that the relationship between variables can be influenced by job characteristics, population, and measurement dimensions. Thus, further research is needed to test the consistency of the relationship on the characteristics of different generations and work environments.

Based on the synthesis of previous literature, research on burnout, job satisfaction, and turnover intention has been carried out in various contexts of organizations and work groups. However, based on the five studies reviewed, there is still room for research to test the effect of the two variables simultaneously by placing Generation Z employees as the main population. The gap in this research mainly lies in the characteristics of the population and the context of the generation which has not been specifically the focus of the previous five studies. Generation Z has certain expectations for professional life, such as work flexibility, balance of personal and work life, career development, supportive work environment, and opportunities for self-actualization. These characteristics allow its own dynamics in

responding to job pressure and evaluating job satisfaction. Therefore, this study takes a position to analyze burnout and job satisfaction as two independent variables that are suspected to affect turnover intention in Generation Z employees. The research uses a quantitative approach with causal associative design and multiple linear regression analysis to test the partial and simultaneous influence of both variables. The results of the research are expected to provide an empirical contribution to the development of industrial and organizational psychology studies as well as be the basis for consideration for organizations in formulating human resource management strategies that are in accordance with the needs of Generation Z employees.

METHODS

This research uses a non-experimental quantitative approach with an associative survey method and a cross-sectional design, which is a research method based on the positivistic paradigm, which is used to study a certain population or sample at a certain time (Sugiyono, 2020). In this study there are two independent variables, namely burnout and job satisfaction, and one dependent variable, namely turnover intention. The research was carried out at PT X Cirebon City on April 14–17, 2026. The population of the study is 40 Generation Z employees. The sampling technique uses saturated sampling (saturated sampling), so that all members of the population are used as a research sample. Respondent characteristics consist of 22 (55%) male employees and 18 (45%) female employees.

The population and research sample consisting of only 40 employees from one company has an impact on low statistical power (statistical power) and high sensitivity of data to extreme values (outliers), thus limiting the choice of analysis techniques that can be used. In addition, the level of generalization of research results (external validity) becomes very limited, so that the findings are only relevant to the internal conditions of the company being studied and cannot be applied to other populations or organizations.

Data collection was carried out using a closed questionnaire based on the Likert scale with four alternative answers, namely Strongly Agree (SS), Agree (S), Disagree (TS), and Strongly Disagree (STS). The burnout scale is compiled based on Maslach (1998) which includes aspects of emotional exhaustion, depersonalization, and reduced personal accomplishment. After the validity test, the burnout scale consists of 20 valid items.

Table 1. Burnout Instrument Validity Test Result

No.	Description	Item Number	Total
1.	Valid	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 13, 14, 16, 17, 18, 19, 20, 21, 22	20
2.	Invalid	12, 15	2

Based on the reliability test that has been carried out, the reliability value of the burnout instrument obtained is 0.889, so that the reliability level is in the good category.

Table 2. Burnout Instrument Reliability Test Results

Cronbach's Alpha	*N of Items*
.889	20

The job satisfaction scale is compiled based on Locke (1969) which includes aspects of work itself, supervision, workers, promotion, and pay. This scale consists of 20 valid items.

Table 3. Job Satisfaction Instrument Validity Test Result

No.	Description	Item Number	Total
1.	Valid	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20	20
2.	Invalid	-	

The result of calculating the reliability test of the job satisfaction variable got a score of 0.857, so that the reliability level is in the good category (good).

Table 4. Job Satisfaction Instrument Reliability Test Results

Cronbach's Alpha	*N of Items*
.857	20

The turnover intention scale is compiled based on Mobley (1977) which includes aspects of thinking of quitting, intention to search, and intention to quit. After the validity test, the turnover intention scale consists of 21 valid items.

Table 5. Turnover Intention Instrument Validity Test Result

No.	Description	Item Number	Total
1.	Valid	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 15, 16, 17, 18, 19, 20, 23, 24	21
2.	Invalid	14, 21, 22	3

Meanwhile, the result of the calculation of the reliability test of the turnover intention variable, got a score of 0.931, so that the reliability level is in the excellent (perfect) category.

Table 5. Turnover Intention Instrument Reliability Test Results

Cronbach's Alpha	*N of Items*
.931	21

Data analysis is done using the help of the IBM SPSS Statistics program. Descriptive analysis is used to describe the burnout rate, job satisfaction, and turnover intention based on the Respondent's Level of Accompience (TCR) category. Furthermore, inferential analysis is carried out through a classic assumption test which includes the Shapiro-Wilk normality test, to check research data that comes from the population with normal distribution or not; the linearity test, to find out whether there is a linear relationship between free variables and bound variables; the multicollinearity test, To find out whether there is a linear relationship between independent variables in the regression model; and the heteroskedasticity test, to determine whether in the regression model there is a variance difference between the residue of one observation to another. Hypothesis testing is carried out using multiple linear regression analysis, t-test, F test, and determination coefficient (R^2) with a significance level of 0.05.

RESULTS

The characteristics of the respondents in this study are presented based on age, gender, and work period which can be seen in the following.

Table 6. Respondent Caracteristics

Category	Sub-Category	n	%	Total
Age	18 Years Old	1	3%	40 (100%)
	19 Years Old	0	0%	
	20 Years Old	1	3%	
	21 Years Old	8	20%	
	22 Years Old	10	25%	
	23 Years Old	6	15%	
	24 Years Old	4	10%	
	25 Years Old	7	18%	
	26 Years Old	1	3%	
	27 Years Old	1	3%	
	28 Years Old	1	3%	
	29 Years Old	0	0%	
Gender	Male	22	55%	100%
	Female	18	45%	
Working Period	< 1 Year	19	47,5%	
	1-5 Year	16	40%	100%
	> 5 Year	5	12,5%	

Based on Table 6, the research respondents consist of 1 person (3%) aged 18 years, 1 person (3%) aged 20 years, 8 people (20%) aged 21, 10 people (25%) aged 22 years, 6 people (15%) aged 23 years, 4 people (10%) aged 24 years, 7 people (18%) aged 25 years, and 1 person (3%) aged 26, 27, and 28 years old, respectively. Based on gender, there are 22 male respondents (55%) and 18 female respondents (45%). Based on the working period, as many as 19 respondents (47,5%) have a working period of less than one year, 16 respondents (40%) have a working period of 1–5 years, and 5 respondents (12,5%) have a working period of more than 5 years. The data shows that the research respondents are dominated by Gen Z employees who are in the early to mid-20s with a relatively short working life.

Table 7. Descriptive Analysis

Variable	Number of Items	Statistic	Hipotetic
Burnout	20 Item	Minimum Score	20
		Maximum Score	80
		Range Ideal Score	60
		Average	50
		Mean	41,35
		Standard Deviation	10
		Respondent's Level of Achievement	51,69%
Job Satisfaction	20 Item	Minimum Score	20
		Maximum Score	80
		Range Ideal Score	60
		Average	50
		Mean	53,65
		Standard Deviation	8
		Respondent's Level of	67,06%

		Achievement	
Turnover Intention	21 Item	Minimum Score	21
		Maximum Score	84
		Range Ideal Score	63
		Average	52,5
		Mean	50,55
		Standard Deviation	10,87
		Respondent's Level of Achievement	60,18%

Based on Table 7, the burnout variable has an average value of 41,35 with a TCR value of 51,69%, which is included in the medium category. The results show that the respondents are starting to feel burnout symptoms in their work, but are still at a relatively manageable level. The job satisfaction variable obtained an average score of 53.65 with a TCR score of 67.06% which is included in the high category. This finding indicates that respondents generally have a good level of job satisfaction towards various aspects of work. Meanwhile, the turnover intention variable has an average value of 50.55 with a TCR value of 60.18% which is included in the medium category. The results show that the respondents have a tendency to consider moving jobs, but have not led to a strong intention to leave the organization. Overall, respondents have a burnout rate and turnover intention that is in the medium category, while job satisfaction is in the high category. This shows that even though the respondents are still experiencing work pressure and have a tendency to think about changing jobs, the level of job satisfaction is relatively good.

Table 8. Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Turnover intention (Y)	.132	40	.075	.973	40	.434
Burnout (X1)	.112	40	.200*	.968	40	.317
Job Satisfaction (X2)	.087	40	.200*	.980	40	.697

*. This is a lower bound of the true significance.
a. Lilliefors Significance Correction

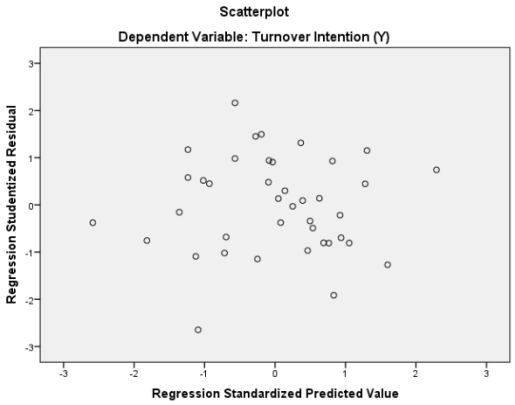
Based on the results of the normality test using the Shapiro-Wilk method for each variable as shown in Table 4, the significance value of the turnover intention variable can be obtained as much as 0.434, burnout as much as 0.317, and job satisfaction as much as 0.697. The result shows that the significance value of all variables is greater than the significance level, which is 0.05; therefore, the data are declared to have a normal distribution.

Table 10. Linearity Test

Variable	F	Sig.
Burnout	11.518	.004
Job Satisfaction	24.737	.000

In this study, the relationship between burnout and turnover intention has a linearity significance value of 0.004, while the relationship between job satisfaction and turnover intention has a linearity significance value of 0.000. The two values are less than 0.05 which indicates a significant linear relationship. In addition, the deviation value from linearity in both relationships is greater than 0.05 so that no deviation from the linear pattern is found.

Thus, the linearity assumption in this study has been fulfilled.



Meanwhile, the results of the heteroskedasticity test using a scatterplot, namely by looking at the pattern of the distribution of value points between the prediction value (ZPRED) and the residual value (SRESID), show that the points are scattered randomly and do not form a specific pattern. This irregular point spread shows that the residual variance is constant at every prediction level. From the results, it can be known that there is no heteroskedasticity in the regression model in this study.

Table 9. Coefficients Regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	75.632	14.860		5.090	.000		
	Burnout (X1)	.278	.154	.255	1.805	.079	.821	1.219
	Job Satisfaction (X2)	-.682	.204	-.473	-3.345	.002	.821	1.219

a. Dependent Variable: *Turnover intention* (Y)

Based on Table 9, the tolerance value of both independent variables is 0.821 and the VIF value is 1.219. The result shows the absence of multicollinearity symptoms because the tolerance value > 0,10 and VIF < 10. The regression equation obtained is Y = 75,632 + 0,278X1 − 0,682X2, which shows that burnout has a positive influence on turnover intention, while job satisfaction has a negative influence. The results of the t test show that burnout does not have a significant effect on turnover intention (Sig. = 0,079), while job satisfaction has a negative and significant effect on turnover intention (Sig. = 0.002).

Table 10. ANOVA Test

Model		Sum of Squares	df	*Mean* Square	F	Sig.
1	Regression	1807.303	2	903.652	11.922	.000[b]
	Residual	2804.597	37	75.800		
	Total	4611.900	39			

a. Dependent Variable: *Turnover intention* (Y)

b. Predictors: (Constant), *Job Satisfaction* (X2), *Burnout* (X1)

Based on Table 10, the F calculated value of 11,922 with a significance value of 0.000 is obtained. It is known that the F count value is 11,922 > Ftable 3,2519 and the significance

value of 0.000 < 0.05; therefore, burnout (X1) and job satisfaction (X2) simultaneously have a significant effect on turnover intention (Y).

Tabel 11. Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.626[a]	.392	.359	8.70631

a. Predictors: (Constant), *Job Satisfaction* (X2), *Burnout* (X1)
b. Dependent Variable: *Turnover intention* (Y)

Based on Table 11, the calculation of the determination coefficient KD = 0,392 x 100% = 39,2% is obtained. Based on the equation, it can be interpreted that the burnout (X1) and job satisfaction (X2) variables are able to affect turnover intention (Y) by 39,2%; the rest, 100% - 39,2% = 60,8%, is explained by other variables or factors.

DISCUSSION

The research results show that burnout does not have a significant effect on turnover intention in Generation Z employees at PT X Cirebon City. This finding indicates that the level of work fatigue experienced by the respondents is not strong enough to encourage the emergence of the desire to leave the organization. Although burnout has a positive influence on turnover intention, the influence has not reached a level of statistical significance. Thus, burnout has not been the main factor that determines the decision of Generation Z employees to stay or leave the company.

This condition shows that most Generation Z employees are still able to manage work pressure quite well so that the perceived burnout has not led to severe conditions. The presence of respondents in the medium category shows that some employees are starting to experience burnout due to work demands characterized by emotional fatigue such as feeling tired, frustrated, or impaired concentration in certain situations. In addition, the attitude of depersonalization began to appear in the form of occasionally maintaining distance or reducing emotional involvement towards co-workers, but not to the point of causing a cynical attitude. Individuals also experience fluctuations in personal achievements, such as the emergence of doubts about the effectiveness of work and the occasional feeling of failure, but still able to maintain work functions in general.

The findings are in line with Maslach (1998) which states that burnout is a condition of psychological fatigue due to prolonged work stress characterized by emotional exhaustion, depersonalization, and reduced personal achievement. Burnout can develop gradually when individuals face high job demands without adequate psychological support. Therefore, the appearance of burnout is not only influenced by individual internal factors but also influenced by the conditions of the work environment and organizational characteristics. In this study, the aspect of emotional exhaustion is the most felt by respondents, which is related to emotional fatigue, such as feeling tired, frustrated, and loss of focus due to work

demands. Meanwhile, the depersonalization aspect and the decline in personal achievement are in a lower category. This condition shows that the respondent is still able to maintain social relationships in the work environment and still have confidence in their ability to work. This finding is in line with the research of Chen et al. (2023) which explains that work culture, work pressure, and psychological conditions have a relationship with the emergence of burnout in Generation Z employees. The study also shows that emotional fatigue is one of the most frequent dimensions of burnout in young workers due to the high demands of adaptation and work pressure in the modern work environment.

Reviewed based on working life, employees with less than one year of service life tend to be still in the adjustment stage to the environment and job demands, while employees with longer working years have the potential to experience fatigue due to the accumulation of work pressure that lasts for a long time. Meanwhile, based on gender, the burnout rate between men and women shows a relatively small difference. This indicates that work pressure and work demands in the company environment are perceived relatively equally by both groups of respondents.

The insignificant effect of burnout on turnover intention can be influenced by several factors. A supportive work environment, good working relationships, and opportunities to gain experience and self-development can be a reason for Generation Z employees to stay in the company despite facing certain job pressures. The characteristics of Generation Z who tend to value the learning experience and self-development, also allow them to see work challenges as part of the competency development process. The results of this study are different from the results of Hamimi & Indryawati (2025) which state that burnout has a significant positive effect on turnover intention in Gen Z employees. The study found that the higher the burnout rate, the higher the tendency of employees to leave work. However, there is also research that supports the results of this research; the study of Rakhmat & Sibarani (2025) shows that burnout is not always the dominant factor that affects turnover intention directly, especially when employees still have job satisfaction and good enough organizational support.

Unlike burnout, research results show that job satisfaction has a negative and significant effect on turnover intention in Generation Z employees at PT X Cirebon City. This finding shows that the higher the level of job satisfaction felt by employees, the lower their tendency to leave the organization. On the other hand, if job satisfaction decreases, then the possibility of turnover intention will increase. The results indicate that job satisfaction is one of the important factors in maintaining Generation Z employees in the company.

The high job satisfaction in respondents shows that in general employees have a positive perception of the work they do. This condition indicates that the employee's needs and expectations for the relative work have been fulfilled. The satisfaction can come from various aspects, such as the job itself, the relationship with superiors, co-workers,

promotions, and compensation received. A high level of job satisfaction is an important indicator because it can increase the individual's attachment to the organization and encourage the emergence of positive work behavior.

This finding is in line with the discrepancy theory (discrepancy theory) put forward by Locke (1969), which explains that job satisfaction is affected by the conformity between individual expectations and the working conditions they receive. When the work is able to meet the needs and expectations of the individual, then there will be a feeling of satisfaction towards the work. On the contrary, when there is a discrepancy between expectations and accepted reality, individuals tend to experience job dissatisfaction, which ultimately can increase the desire to leave the organization.

Analysis based on aspects shows that workers are the most dominant aspect in forming job satisfaction. This indicates that positive social relationships and good teamwork are important factors for Generation Z in building job satisfaction. Generation Z tends to appreciate a collaborative, inclusive work environment and provides social support. Therefore, the presence of supportive co-workers can increase the comfort and attachment of the individual to their work.

On the other hand, the wage or salary aspect (pay) obtains a relatively lower value than other aspects. This condition shows that compensation is still an aspect that is vulnerable to affecting employee job satisfaction. Some respondents feel that the wages or salaries received do not fully meet expectations or are commensurate with the workload. However, a positive work environment and good interpersonal relationships seem to be able to maintain a high level of job satisfaction of the respondents in the category.

The results of this research are in line with the research of Rohayati et al. (2023) which found that job satisfaction has a significant negative effect on turnover intention in Gen Z employees. The research explains that the higher the job satisfaction, the lower the individual's desire to leave the company. In addition, Lim & Dini (2023) explains that job satisfaction has an important role in reducing the tendency of turnover intention in Generation Z workers. Individuals who feel satisfied with their work tend to show higher organizational loyalty and commitment. On the other hand, low job satisfaction can increase the tendency of individuals to look for other job alternatives that are considered more capable of meeting their needs and expectations. Thus, increasing job satisfaction can be an effective strategy for companies in retaining Generation Z employees. Simultaneously, burnout and job satisfaction are proven to have a significant effect on turnover intention in Generation Z employees at PT X Cirebon City. This finding shows that turnover intention is a complex phenomenon and is influenced by various interrelated factors, both from the individual's psychological condition and the evaluation of the perceived work experience. In other words, an individual's decision to stay or leave the organization is not only influenced by one factor, but the result of the interaction of various conditions experienced during work.

The research results show that burnout and job satisfaction together are able to explain 39.2% of the turnover intention variation, while the rest are influenced by other factors outside the study. This shows that there are still various other variables that have the potential to affect turnover intention, such as work-life balance, organizational commitment, work environment, organizational culture, leadership style, organizational support, and other variables. Therefore, the next research is expected to develop a research model involving these variables in order to obtain a more comprehensive understanding of the factors that affect turnover intention in Generation Z.

In this study, job satisfaction is proven to have a more dominant role than burnout in affecting turnover intention. The findings show that for Generation Z, positive work experience and the organization's ability to meet the needs of employees have a greater influence on the decision to stay in the company than the level of perceived work fatigue. Therefore, companies need to prioritize efforts to improve job satisfaction through the creation of a supportive work environment, a fair reward system, career development opportunities, and effective work communication to maintain Generation Z employees in the midst of the dynamics of the modern working world.

This research has been carried out systematically in accordance with the applicable scientific procedures, but there are still some limitations that need to be considered. The number of respondents in this study is relatively limited, which is 40 people. Although the number of samples has met the minimum provisions in statistical analysis, the limited number of respondents allows the research results to not describe the variety of respondent characteristics more broadly. In addition, the majority of respondents in this study have a relatively short working period, which is less than one year. This condition can affect the respondent's perception of burnout, job satisfaction, and turnover intention because some respondents are still in the adjustment stage to the work environment.

CONCLUSIONS

In 40 Generation Z employees at PT X, Cirebon City, burnout has a positive coefficient but not significant to turnover intention, while job satisfaction has a negative and significant relationship. Simultaneously, the two variables are significantly related to turnover intention and explain 39.2% of the score variation in the model. Thus, job satisfaction shows a stronger statistical relationship in this research model. Companies can review aspects of job satisfaction, including the relationship between employees and the perception of compensation, as material for the evaluation of retention policies. This conclusion is limited to a single company sample, mainly because most respondents have less than one year of service; the results cannot be generalized to all Generation Z employees or interpreted as causal evidence.

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Conflict of Interest

The authors stated that there was no conflict of interest related to the research, authoring, or publication of this article.

Declaration of Generative AI Use

In the process of preparing this manuscript, the authors use ChatGPT to help with the preparation and editing of the language. After using the tool, the authors review and edit the contents of the manuscript as needed and take full responsibility for the accuracy, originality, and integrity of the published article.

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CRediT Contribution

Rismatul Maulawati: plays a role in writing initial drafts, preparation of methodologies, as well as data collection and processing of research data; Mumtaz Afridah: plays a role in supervision, preparation of conceptualization and formal analysis; Bambang Setiawan: plays a role in data curation, review and editing, data validation, and project administration.

Ethical Clearance

This research has been reviewed and approved by MCN Manager PT. Mandala Digital Indonesia with approval number 001/SKP/MDI/V/2026. Consent after explanation (informed consent) is obtained from all participants before data collection. All of this research procedure is carried out by paying attention to the ethical principles of social research. Research permission was obtained from PT. Mandala Digital Indonesia, Cirebon City, and participation consent was obtained from all respondents before data collection. The anonymity of participants and data confidentiality are maintained during the study.