

The Influence of Gen Z Characteristics and Company Strategy on Turnover Intention

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Abstract.

This study aims to analyze the influence of Generation Z characteristics and company adaptation strategies on the turnover intention of Generation Z employees at the startup company APINDIGITAL.ID. Using an explanatory quantitative approach with a saturated sample of 25 respondents, the data were analyzed through multiple linear regression with SPSS. The t-test results show that Generation Z characteristics have a positive and significant effect on turnover intention (Sig. = 0.018 < 0.05), while company adaptation strategies do not have a significant effect partially (Sig. = 0.075 > 0.05). However, simultaneously both have a significant effect (F test, Sig. = 0.013 < 0.05) with a coefficient of determination (R²) of 32.6%. Generation Z characteristics are the dominant factor. This finding emphasizes the importance of understanding Generation Z characteristics for startups in designing adaptive retention strategies to reduce turnover intention.

Keywords: Gen Z characteristics; adaptation strategies; turnover intention and startups.

I. INTRODUCTION

Startups are a rapidly growing business model within Indonesia's digital economy ecosystem. Various reports indicate that Indonesia's digital economy is projected to be the largest in Southeast Asia, with a digital economy valued at nearly US\$100–130 billion by 2025, positioning Indonesia as a key driver of regional digital economic growth. Within this ecosystem, startups are a key driver of innovation and job creation. According to Startup Ranking, as of January 11, 2024, there were 2,562 startups in Indonesia, the most in Southeast Asia and sixth in the world; this figure increased to 3,161 active startups by July 2025. Startups are characterized by prioritizing innovation, rapid growth, and flexibility in managing work structures. However, despite their dynamic growth, startups also face significant challenges in human resource management. The decline in funding for Indonesian startups in 2024, the lowest recorded in eight years, has placed increasing pressure on many startups to implement efficiency measures and reorganize their organizations, including employee management. Unstable business conditions, limited budget allocations, and the need for continuous adaptation require a well-thought-out employee management strategy. One significant phenomenon frequently occurring in startup environments is the high turnover rate, particularly among Generation Z employees. Generation Z, individuals born between 1997 and 2012, is now the largest demographic group in Indonesia.

Data from the Central Statistics Agency (BPS) shows that Gen Z comprises approximately 27.94% of the total population, or approximately 74.93 million people. This age group is beginning to dominate the workforce and is widely accommodated by the startup industry, which is synonymous with a digital, flexible, and innovative culture. Several studies have shown that turnover intention among Generation Z employees tends to be high and is influenced by various factors. Putri (2021) found that work-life balance and job satisfaction significantly influence turnover intention among younger employees in the digital industry. Handayani (2023) revealed that work flexibility plays a significant role in increasing engagement and reducing turnover intention among Gen Z. Another study by Rizki Aulia (2024) found that high job insecurity in the startup sector increases the tendency of young employees to change jobs. Furthermore, Kartika Yulia (2023) demonstrated that organizational support and development opportunities significantly reduce turnover intention in this generation. Generation Z is known to have unique characteristics regarding work, such as the need for flexible hours, an inclusive work environment, rapid development opportunities, and a search for meaning in their work.

They tend not to hesitate to change jobs when they feel they are not getting adequate room for growth, recognition, or a work-life balance. This aligns with the findings of Suharti & Sulistyani (2020), which show that Gen Z is more oriented towards experience and personal development, so organizations must provide clear career paths to maintain their retention. The phenomenon of high Generation Z turnover has a strategic impact on the sustainability of startup businesses. Turnover not only incurs additional costs related to recruitment and retraining but also has the potential to disrupt workflow, reduce team productivity, and eliminate tacit knowledge brought by employees. In the early stages of organizational development, the loss of competent human resources can impact a startup's ability to achieve growth and product development targets. In this context, the role of founders and Human Resources (HR) becomes crucial in managing the dynamics of the Generation Z workforce in startups. Various studies have shown that transformational leadership can reduce turnover intention by increasing motivation and work commitment (Priyono, 2022).

Another study by Novitasari (2022) states that participatory leadership can increase young employee engagement and strengthen a sense of belonging to the organization. In addition to leadership, organizational culture is also key to retaining Generation Z employees. A rigid, less inclusive work culture, or one that does not provide space for collaboration, can lead to burnout and discomfort, leading to employee turnover. Putra & Yuliani (2020) found that a supportive and inclusive work culture is a significant factor in reducing turnover intention among the younger generation. Based on this phenomenon, this study aims to analyze the adaptation strategies of start-up companies in dealing with high turnover of Generation Z employees from the perspectives of founders and HR. This research is crucial for providing a deeper understanding of the causes of turnover, management adaptation patterns, and practices that can be implemented to improve employee retention, particularly in the context of Indonesia's rapidly growing startup ecosystem, which faces funding uncertainty and competition for digital talent. The findings are expected to contribute to the development of human resource management literature and serve as a practical reference for startups in the effective management and retention of Generation Z talent.

Formulation of the problem

Based on this background, the formulation of the research problem is:

1. Do Gen Z Characteristics Have a Significant Influence on Employee Turnover?
2. Does the adaptation strategy implemented have a significant impact on the turnover of Generation Z employees?
3. Do Gen Z Characteristics and Adaptation Strategies Influence Generation Z Employee Turnover?

Research purposes

This research aims to:

1. Identifying factors causing Generation Z employee turnover in startups.
2. Describes the adaptation strategies undertaken by startups in dealing with Generation Z turnover.
3. Analyze the founder and HR perspectives regarding the implementation of employee retention strategies.

Benefits of Research

1. Theoretical Benefits: This research is expected to enrich the literature review in the field of human resource management, particularly regarding the retention and work behavior of Generation Z in the context of modern organizations and startups.
2. Practical Benefits: This research can be a reference for founders, HR managers, and startup organization managers in designing employee retention strategies that are effective, adaptive, and in accordance with the characteristics of Generation Z.

Scope of Research

This research focuses on startups operating in the digital sector. The informants included founders and HR personnel, who are key decision-makers in employee management strategies. The study focused on the phenomenon of Generation Z employee turnover and the adaptation strategies implemented to retain them, using a qualitative case study approach.

II. LITERATURE REVIEW

Characteristics of Generation Z in the World of Work

Generation Z is a group of individuals born between 1997 and 2012 and is a generation that grew up entirely in the digital era. Consequently, Generation Z has a strong affinity for technology, rapid access to information, and a high adaptability to changes in the digital environment. In the workplace, this digital-native character makes them quick learners, responsive to organizational dynamics, and accustomed to working in online systems. They tend to seek work environments that support innovation and the creative use of technology. In terms of their perspective on work, Generation Z views work not only as a source of income but also as a space for fulfilling life goals and self-expression. They prioritize work-life balance and tend to reject work cultures that demand constant overtime without clear compensation. This generation values jobs that offer flexibility in terms of time management, location, and work pace. Therefore, hybrid and remote work systems are among their top preferences, potentially boosting their loyalty.

Furthermore, Generation Z expects rapid career development. They demand training, mentoring, coaching, and opportunities for role rotation as a means of personal development. This generation is uncomfortable with slow and hierarchical career structures. If organizations don't provide space for learning and competency development, they are likely to move on to other workplaces that offer better growth opportunities. In terms of communication, Generation Z prefers direct, open, and two-way communication. They expect rapid feedback to assess the quality of their performance. Closed, bureaucratic, and layered organizational cultures can hinder Generation Z from contributing optimally. They value a collaborative, inclusive work environment that recognizes diverse perspectives. Work values are also an important consideration for Generation Z when choosing an organization. Companies with a clear mission, social contribution, and a strong work ethic are more likely to attract Generation Z than those focused solely on profit. They want to work for organizations that align with their personal values.

The characteristics indicators of Generation Z in the world of work in this study can be formulated as follows:

- Orientation towards technology and the use of digital tools in work.
- Preference for work flexibility (time, location, and work patterns).
- Work-life balance orientation (balance between personal life and work).
- Expectations of rapid career development (training, mentoring, and promotion opportunities).
- Preference for open, two-way communication and fast feedback.
- Alignment of personal values with the organization's mission, vision, and values.

Therefore, understanding the characteristics of Generation Z is a crucial first step for organizations, particularly startups, in designing appropriate retention strategies. A mismatch between Generation Z preferences and the organization's work culture has the potential to create psychological conflict, leading to high turnover.

Employee Turnover

Employee turnover is an employee's decision to leave an organization, either voluntarily or involuntarily. This process is a psychological one that begins with job dissatisfaction, the desire to seek alternative employment, and ultimately the decision to leave (Firmansyah & Wahyuningtyas, 2024). Turnover is a critical issue in organizations because it impacts long-term operational sustainability. Economically, employee turnover increases the cost of replacing employees, from recruitment, selection, training, and adjustment to new employees. In the context of companies often operating with limited resources, these high costs can hinder growth. Furthermore, startups typically have dynamic team structures, so the loss of a single employee significantly impacts the workload and team dynamics. Turnover also has a negative impact on productivity. When employees leave, their tacit knowledge is lost. The knowledge transfer process is not always complete due to the fast-paced and dynamic nature of startup work. This can lead to project delays, decreased output quality, and organizational instability. Factors contributing to turnover in Generation Z include a mismatch between work expectations and reality, high workloads, lack of development opportunities, minimal recognition, and feelings of emotional undervaluation. This generation

is more sensitive to the psychological value of work. If companies fail to provide a supportive work environment, burnout can easily occur. Startups often have an aggressive, results-oriented work culture. High targets, long hours, and intense work rhythms can be psychologically stressful. If companies don't provide institutional support to maintain employee mental health, turnover will increase.

Employee turnover indicators (especially turnover intention) used in this study include:

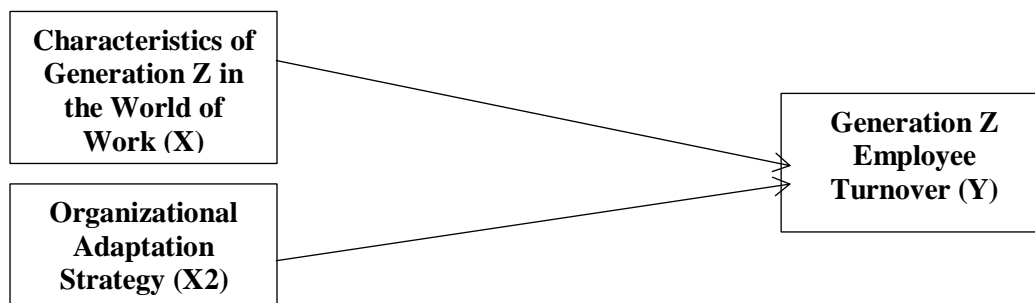
- Frequency of thinking about leaving the company.
- Desire to look for work in another company.
- Intention to submit resignation within a certain period of time.
- The tendency to not want to stay long in a company.
- Decreased commitment to continue contributing to the company.

Thus, turnover is not just a personal issue between employees and their jobs, but a strategic issue that requires systematic human resource management policy intervention, especially in start-up companies.

Organizational Adaptation Strategy and Human Resource Management

Organizational adaptation strategies are steps taken by companies to adjust their work structures, cultures, and policies to address internal and external environmental dynamics. In the context of human resources, adaptation strategies are aimed at creating work systems capable of retaining, developing, and optimizing employee potential. One key strategy for retaining Generation Z is the development of a comprehensive reward system. Rewards include not only base salaries but also flexible allowances, performance-based bonuses, and non-material recognition such as public appreciation or involvement in strategic projects. Personal and transparent recognition is highly valued by Generation Z, as they tend to seek meaning and appreciation in their work (Deloitte, 2025).

Conceptual Framework



Research Hypothesis

The hypotheses in this study are as follows:

1. Generation Z characteristics influence Turnover Intention.
2. Adaptation Strategy influences Turnover Intention.
3. Organizational Adaptation Strategy and Generation Z Characteristics Influence Turnover Intention.

III. METHODS

Types and Approaches of Research

This research uses a quantitative approach with an explanatory approach. This approach is used to explain the influence of independent variables on dependent variables through numerical data collection and statistical processing using SPSS software. Explanatory research was chosen because it aims to test the hypotheses formulated in the previous chapter.

Research Variables and Operational Definitions

| Variables / Concepts | Operational Definition | Indicator | Source |
|---|--|---|--------|
| Characteristics of Generation Z in the World of Work (X1) | Perceptions, values, preferences, and work patterns that characterize Generation Z behavior in organizations | (1) Work flexibility, (2) Career expectations, (3) Need for work meaning, (4) Communication, (5) Perception of leadership | Likert |
| Organizational Adaptation Strategy (Founder & HR) (X2) | A series of policies and practices implemented by companies to adjust work systems to retain employees. | (1) Intention to resign, (2) Job dissatisfaction, (3) Search for alternative jobs, (4) Decreased commitment | Likert |

| | | | |
|---|---|---|--------|
| Generation Z Employee Turnover (Y) | The phenomenon of Generation Z employees leaving organizations as a response to the mismatch between work needs and the work environment. | (1) Reward system, (2) Career development, (3) Collaborative culture, (4) Supportive leadership, (5) Flexibility policy | Likert |
|---|---|---|--------|

Population and Sample

The population in this study is APINDIGITAL.ID (APIN DIGITAL – Professional IT services and technology solutions for homes, offices, businesses in Rantauprapat/Labuhanbatu) with a total population of 25 people in the research object consisting of various positions such as technicians, digital support, and young instructors, website creation, marketing, IT services and Training. In the small population category, the sampling technique used is the saturated sampling technique, which is using all populations as samples due to the population conditions of less than 30 samples.

Hypothesis Testing

The hypothesis was tested using a bootstrap resampling technique modified by Geisser and Stone. The t-test, often known as the t-statistic, with a p-value (probability) of no more than 0.05 was used for testing. The hypothesis was accepted or rejected based on the p-value at the $\alpha = 5\%$ or 0.05 significance level. If the p-value is greater than 0.05, indicating no effect, then H_0 is accepted; if the p-value is less than 0.05, indicating an effect, then H_0 is rejected.

Data Analysis Techniques

The analysis was carried out using SPSS through an influence analysis approach (Ghozali, 2021).

$$Y = a + X_1b_1 + X_2b_2 + e$$

Where:

X_1 = Characteristics of Generation Z

X_2 = Organizational Adaptation Strategy

Y = Turnover Intention

b_1, b_2, b_3, b_4 = Regression coefficients

e = error / residual

Interpretation of Mediation (Ghozali, 2021) M is said to mediate the relationship between X and Y if:

1. Generation Z characteristics have a significant influence on Turnover Intention (Model 1)
2. Organizational Adaptation Strategy has a significant effect on Turnover Intention when Generation Z Characteristics are included in the model (Model 3)
3. The Influence of Generation Z Characteristics and Organizational Adaptation Strategies on Turnover Intention

IV. RESULT AND DISCUSSION

Research Instrument Testing

a. Validity Test

Using Pearson's product-moment correlation to measure the instrument's accuracy in measuring the variables it is intended to measure, the results of the validity test in this study are as follows:

Table 1. Validity Test

| Variables | | Statement | | | | |
|--------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | | P1 | P2 | P3 | P4 | P5 |
| Characteristics of Gen Z (X1) | SPSS Results | ,857 | ,859 | ,679 | ,684 | ,440 |
| | R table | ,396 | ,396 | ,396 | ,396 | ,396 |
| | Information | Valid | Valid | Valid | Valid | Valid |
| Adaptation Strategy (X2) | SPSS Results | ,823 | ,656 | ,555 | ,397 | ,554 |
| | R table | ,396 | ,396 | ,396 | ,396 | ,396 |
| | Information | Valid | Valid | Valid | Valid | Valid |
| Turnover Intention (Y) | SPSS Results | ,514 | ,567 | ,549 | ,568 | ,422 |
| | R table | ,396 | ,396 | ,396 | ,396 | ,396 |
| | Information | Valid | Valid | Valid | Valid | Valid |

Source: SPSS data processing

Based on the results of the instrument validity test using Corrected Item–Total Correlation, all statement items in the variable have a value greater than 0.396, so it can be concluded that all statement items are valid and suitable for use in further analysis.

b. Reliability Test

Table 2. Reliability Test

| No | Variables | Conbrach Alpha | Recommendation | Information |
|----|----------------------|----------------|----------------|-------------|
| 1 | Genz Characteristics | 0.776 | 0.60 | Reliable |
| 2 | Adaptation Strategy | 0.679 | 0.60 | Reliable |
| 3 | Turnover Intention | 0.665 | 0.60 | Reliable |

Source: SPSS data processing

Based on the reliability test table above, it can be concluded that the Conbrach alpha value is greater than the standard, namely 0.60. Therefore, the instrument used in the study is declared reliable.

Hypothesis Testing

t-test

The results of the t-test are as follows:

Table 3. t-test

Coefficientsa

| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. | Correlations | | | Collinearity Statistics | |
|-------------------------|-----------------------------|------------|---------------------------|-------|------|--------------|---------|------|-------------------------|-------|
| | B | Std. Error | Beta | | | Zero-order | Partial | Part | Tolerance | VIF |
| 1 (Constant) | 6,099 | 5,153 | | 1,184 | ,249 | | | | | |
| Characteristics of Genz | ,331 | ,129 | ,449 | 2,558 | ,018 | ,467 | ,479 | ,448 | ,997 | 1,003 |
| Strg_Adaptation | ,389 | ,208 | ,328 | 1,870 | ,075 | ,354 | ,370 | ,327 | ,997 | 1,003 |

a. Dependent Variable: Turnover_intent

The t-test aims to test the influence of each independent variable partially on turnover intention at $\alpha = 0.05$.

1. The Influence of Gen Z Characteristics (X1) on Turnover Intention (Y) The t value = 2.558 with Sig. = 0.018 Yoga Test. Since $0.018 < 0.05$, Gen Z Characteristics have a significant effect on turnover intention. The conclusion of the t test: H1 is accepted (X1 is significant to Y).
2. The Influence of Company Strategy (X2) on Turnover Intention (Y) The t value = 1.870 with Sig. = 0.075 Yoga Test. Since $0.075 > 0.05$, then Company Strategy does not have a significant effect on turnover intention at $\alpha = 0.05$. The conclusion of the t test: H2 is rejected (X2 is not significant to Y).

Based on the Coefficients table, the regression equation formed is:

$$Y = 6.099 + 0.331(X1) + 0.389(X2)$$

Information:

Y = Turnover Intention

X1 = Gen Z Characteristics (Genz Characteristics)

X2 = Company Strategy (Adaptation_Strg)

Coefficient interpretation: A coefficient of 0.331 means that for every 1 unit increase in Gen Z Characteristics, turnover intention increases by 0.331 (ceteris paribus). Yoga Test A coefficient of 0.389 means that for every 1 unit increase in Corporate Strategy, turnover intention increases by 0.389 (ceteris paribus).

F test

The results of the f test are as follows:

Table 4. F Test

ANOVA

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|-------|-------|
| 1 | Regression | 31,260 | 2 | 15,630 | 5,311 | ,013b |
| | Residual | 64,740 | 22 | 2,943 | | |
| | Total | 96,000 | 24 | | | |

a. Dependent Variable: Turnover_intent

b. Predictors: (Constant), Strg_Adaptation, CharacteristicGenz

The F test examines the influence of X1 and X2 simultaneously on Y. Based on the ANOVA table, the F value = 5.311 with Sig. = 0.013. Since $0.013 < 0.05$, it can be concluded that Gen Z Characteristics and Company Strategy simultaneously have a significant effect on turnover intention. The conclusion of the F test: H3 is accepted (X1 and X2 are simultaneously significant on Y).

Determinant Test

The results of the Determinant Test are as follows:

Model Summary

| Model | R | R Square | Adjusted R Square | Standard Error of the Estimate | Change Statistics | | | | | Durbin-Watson |
|-------|-------|----------|-------------------|--------------------------------|-------------------|----------|-----|-----|---------------|---------------|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change | |
| 1 | ,571a | ,326 | ,264 | 1,715 | ,326 | 5,311 | 2 | 22 | ,013 | 2,404 |

a. Predictors: (Constant), Strg_Adaptation, CharacteristicGenz

b. Dependent Variable: Turnover_intent

Based on the Model Summary table: R Square (R^2) = 0.326 This means that 32.6% of the variation in turnover intention can be explained by Gen Z Characteristics and Company Strategy. The remaining 67.4% is influenced by other variables outside the model (e.g., compensation, workload, job satisfaction, organizational commitment, startup culture, work-life balance, leadership style, career opportunities).

Discussion

1. The Influence of Gen Z Characteristics on Turnover Intention Based on the results of the partial test (t-test), the Gen Z Characteristics variable (X1) has a positive and significant effect on turnover intention with a significance value of 0.018 (< 0.05) U. This shows that the stronger the Gen Z characteristics reflected in the need for work flexibility, accelerated career development, the need for work meaning, and preferences for an adaptive work environment, the tendency to have the intention to leave the company also increases. Theoretically, this finding can be explained through a contemporary organizational behavior approach that emphasizes the importance of value compatibility (person–organization fit). Generation Z is known as a digital native generation with high expectations for flexibility, recognition, and work-life balance. If the startup environment fails to meet these expectations, a value mismatch can arise, potentially increasing turnover intention. Recent research supports this finding. Putri, Salendu, and Pahlawan (2025) found that value characteristics and perceived organizational ethics influence turnover intention in Gen Z. Furthermore, a study by Hardi and Satrya (2025) showed that work meaning and perceptions of fairness play a role in shaping engagement, which ultimately influences turnover intention in Gen Z employees. These findings reinforce the importance of generational characteristics as a key factor in understanding retention dynamics in startups. Therefore, the results of this study confirm that Gen Z characteristics are the dominant variables influencing turnover intention in startups.

2. The Influence of Corporate Strategy on Turnover Intention The t-test results show that Corporate Strategy (X2) does not have a significant effect on turnover intention at the 5% significance level (Sig. $0.075 > 0.05$). Although the regression coefficient is positive, this influence is not statistically proven. Conceptually, corporate strategy—especially those related to organizational adaptation, HR management, and flexible work policies—should be able to influence turnover intention by increasing employee satisfaction and commitment. However, in this study, this influence did not appear directly. These results can be explained by the research findings of Fatimah and Kasmawati (2025), who stated that perceived organizational support and compensation influence turnover intention through the mediation of job satisfaction. This means that corporate strategy likely works indirectly through psychological variables such as job satisfaction and organizational commitment. Furthermore, Rohman and Parimita (2023), in their research on startup companies, found that organizational culture and compensation influence turnover intention through job satisfaction as a mediating variable. This indicates that corporate strategy may not directly impact turnover intention but requires an intermediary psychological mechanism. Therefore, the partial insignificance of corporate strategy in this study can be understood as an indication that this factor is not yet fully perceived as strongly supportive by Gen Z employees, or its influence is indirect.

3. **The Simultaneous Influence of Gen Z Characteristics and Corporate Strategy on Turnover Intention**
The results of the simultaneous test (F test) show that Gen Z Characteristics and Corporate Strategy together have a significant effect on turnover intention with a significance value of 0.013 (<0.05). This indicates that although corporate strategy is not partially significant, its presence in the model still contributes to the variation in turnover intention when combined with individual characteristics. The coefficient of determination (R^2) value of 0.326 indicates that both variables are able to explain 32.6% of the variation in turnover intention, while the remaining 67.4% is influenced by other factors such as job satisfaction, work stress, organizational culture, leadership, compensation, and career development opportunities. Research by Nurramadhania and Idul Filastri (2023) on Gen Z employees in startups shows that the work environment and job stress have a significant effect on turnover intention. This reinforces that turnover intention is a multidimensional phenomenon influenced by a combination of individual and organizational factors. Thus, the results of this study support the view that turnover intention in the startup context is not only determined by generational characteristics, but also by the surrounding organizational systems and strategies.

V. CONCLUSION AND SUGGESTIONS

Conclusion

Based on the results of the analysis and discussion regarding the influence of Gen Z characteristics and company strategy on turnover intention in start-up companies, the following conclusions can be drawn:

- Gen Z characteristics have a positive and significant influence on turnover intention. This suggests that Generation Z's orientation toward work flexibility, the need for rapid career development, and a preference for a dynamic work environment can increase employees' tendency to have turnover intentions if these expectations are not met by the company.
- Corporate strategy did not significantly influence turnover intention partially. The results showed that the implemented corporate strategy did not directly influence employee intentions to leave the company. This indicates that organizational strategy likely influences turnover intention through other factors such as job satisfaction, organizational commitment, or the work environment.
- Gen Z characteristics and company strategy simultaneously significantly influence turnover intention. This means that both variables together can explain changes in turnover intention among startup employees.
- The coefficient of determination (R^2) value of 0.326 indicates that the Gen Z characteristics and company strategy variables are able to explain 32.6% of the variation in turnover intention, while the remaining 67.4% is influenced by other factors outside the research model such as job satisfaction, compensation, organizational culture, leadership style, and career development opportunities.
- Based on the beta coefficient value, the most dominant variable influencing turnover intention is Gen Z characteristics.

Suggestion

Based on the results of the research that has been carried out, the following suggestions can be given:

- For startups, companies are advised to better understand the characteristics and needs of Generation Z in the workplace, such as providing a flexible work environment, career development opportunities, and work systems that support work-life balance. This is crucial for reducing turnover intention among Gen Z employees.
- Company Management. Management is expected to develop organizational strategies that are more adaptive to the needs of the younger generation, for example by enhancing employee development programs, implementing competitive reward systems, and creating a positive and collaborative organizational culture.
- For Further Researchers Further research is recommended to add other variables that have the potential to influence turnover intention, such as job satisfaction, work stress, compensation,

organizational culture, leadership, and work-life balance so that the research model can explain the turnover intention phenomenon more comprehensively.

- For Academics This research is expected to be an additional reference in human resource management studies, particularly related to the work behavior of Generation Z and the dynamics of turnover intention in startup companies.

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