

The Effect of Job Satisfaction and Self Efficacy on Turnover Intention among Generation Z Employees in Sidoarjo

Novita Sari Hamidaya¹, Endang Iryanti², Daisy Marthina Rosyanti³

^{1,2,3}Management Study Programme, Universitas Pembangunan Nasional “Veteran” Jawa Timur, Indonesia

Article Info

Article history:

Received: August 9, 2025

Revised: August 20, 2025

Accepted: August 30, 2025

Keywords:

Job Satisfaction

Self Efficacy

Turnover Intention

ABSTRACT

Turnover intention is defined as employees' tendency to leave the organization, either through the desire to seek new employment or by planning to resign. This phenomenon has become an important issue in human resource management, particularly among Generation Z employees who are known to have relatively high job mobility. The research was conducted to investigate the relationship between job satisfaction, self efficacy, and turnover intention. Employing a quantitative framework, 120 Generation Z respondents from Sidoarjo were surveyed through questionnaires, and the results were analyzed using PLS-SEM with SmartPLS software. The study results indicate that job satisfaction significantly reduces turnover intention. Likewise, self efficacy was proven to have a significant negative impact on turnover intention. In other words, employees with higher job satisfaction and stronger self efficacy are less likely to develop the intention to leave their organization.



This is an open access article under the
CC BY-NC license

Corresponding Author:

Novita Sari Hamidaya

E-mail : novitasarihamidaya@gmail.com

E-mail : endang.ma@upnjatim.ac.id

E-mail : daisy.m.mni@upnjatim.ac.id

INTRODUCTION

The development of the Industrial 5.0 era has brought significant changes to the world of work, particularly in the management of human resources across various industrial sectors. Companies are now required to be more adaptive in utilizing digital technology to enhance workforce efficiency and productivity (Iryanti et al., 2024). As the role of Generation Z in the workforce increases, organizations face challenges in retaining these employees, who tend to be more critical of the work environment and more easily experience boredom or dissatisfaction. This condition contributes to the rise of turnover intention, namely employees' tendency to leave their jobs.

This phenomenon is influenced by several factors, including job satisfaction (Rakhmitania, 2022), workload (Alves et al., 2024), low work motivation (Hanum et al, 2023), and limited opportunities

for career advancement and promotion (Calista et al., 2025). A high level of turnover intention poses a serious problem for companies as it can reduce productivity, disrupt operational stability, and negatively impact employee well-being as a whole (Üngüren et al., 2024).

Actually, turnover intention remains a compelling issue in human resource forums, as employee turnover problems often form an endless chain of interrelated factors. According to a survey conducted by Jajak Pendapat (JakPat), among 290 Generation Z respondents in Indonesia, 26% expressed their intention to change jobs in the near future (Tempo.com, 2024). A similar phenomenon is also evident in Sidoarjo, East Java, across various industrial sectors. In the retail sector, an average of four employees resign each month, or around 48 employees per year (Merissa, 2018). In the manufacturing sector, the turnover intention rate was recorded at 19.3% (Hanifa et al., 2018). Meanwhile, in the sterilization services sector, around 6 to 7 employees resign annually (Medysar et al., 2022).

As one of the rapidly growing industrial centers, Sidoarjo plays an important role in absorbing local labor and contributing significantly to regional revenue through taxes and levies. Major industrial areas in this region include the Candi Industrial Estate, Krian Industrial Estate, and Sidoarjo Industrial Estate. According to the 2024 report from BPS Sidoarjo, there are 1,203 companies operating in the area (Sagita et al., 2024), with the largest labor absorption in the service sector at 63.50% and the manufacturing sector at 34.02% (Radarsidoarjo.com, 2024). The large number of industries also reflects the diversity of the workforce, including Generation Z.

Previously, the researcher conducted a preliminary survey of 30 Generation Z employees to observe the turnover phenomenon in Sidoarjo, involving the manufacturing, service, and hospitality sectors. The results of this survey revealed an interesting fact: although the service sector was not the dominant sector among the respondents, employees in this sector expressed a tendency to feel uncomfortable in their jobs and even reported having no plans to remain in the organization for a long period of time. From these findings, it can be concluded that Generation Z employees in Sidoarjo do not fully possess long-term commitment, which may lead to a high turnover phenomenon, particularly among those working in the service sector.

Moreover, the survey results indicate that factors often associated with the high turnover intention among Generation Z are job satisfaction and self-efficacy. In general, a survey conducted by Jajak Pendapat (JakPat) on 168 Generation Z respondents in 2024 revealed that their job satisfaction remains low, with the main reasons being unsatisfactory salary, lack of appreciation, absence of career paths, toxic work environment, incompatibility with superiors, and boredom, which drive them to leave their jobs (Dataloka.id, 2024). This finding is consistent with another JakPat survey involving 1,549 Generation Z respondents, which showed that the main influencing factors are lack of motivation (25%), limited time (22%) due to academic routines or work demands, and fear of failure (12%), reflecting challenges in terms of self-efficacy, where low self-confidence prevents them from trying new things (Goodstats.id, 2025).

As an initial step to examine job satisfaction among Generation Z in Sidoarjo, the researcher carried out a preliminary survey of 30 respondents revealed that they were dissatisfied with salary, company environment and culture, as well as the lack of appreciation for their contributions. This phenomenon is also reinforced by various cases reported in online news. For instance, SPN News, (2024) reported demonstrations by hundreds of workers demanding the fulfillment of their normative rights, such as decent wages and job security. Similarly, Wartanusa Net, (2025) highlighted cases where employees were unilaterally dismissed without severance pay, and others were laid off without clarity while not receiving wages in accordance with the regional minimum wage standard. These conditions indicate a disparity between workers' expectations and the reality they face, creating job

insecurity that negatively impacts job satisfaction, particularly among Generation Z, who tend to prioritize stability and transparency in the workplace.

In addition, based on the results of a preliminary survey of 30 respondents, there was a tendency of low self efficacy, as reflected in the lack of confidence in completing difficult tasks and the fear of taking on new challenges. This finding was reinforced by interviews with three employees in the service sector in Sidoarjo, which revealed similar issues such as limited guidance and support, excessive workload, ineffective coordination, as well as work pressure and conflicts among colleagues. These conditions created doubts about their own abilities and encouraged the intention to leave their jobs.

This phenomenon is supported by a study conducted by Shao et al., (2022) which found that self-efficacy has a negative and significant effect on turnover intention. Similarly, research by Pratiwi et al, (2023) revealed that job satisfaction also negatively and significantly affects turnover intention. These findings indicate that the higher the self-efficacy and job satisfaction of employees, the lower their intention to leave the organization. Therefore, the results of this study are expected to provide companies with a deeper understanding of how to manage Generation Z in Sidoarjo with all their unique characteristics, while at the same time optimizing their competencies, so that appropriate employee retention strategies can be formulated.

LITERATURE REVIEW

Turnover Intention

Turnover intention is the employee's intention to leave the organization in the near future in order to obtain a job that is considered more suitable or more beneficial (Lestari et al, 2021). This intention is often seen as an early indicator of actual turnover behavior, which can potentially reduce employee productivity and loyalty to the company. Nasir et al., (2022) emphasize that turnover intention arises as a voluntary tendency of employees to leave their jobs, influenced by various aspects within the work environment. The indicators of turnover intention include thoughts of quitting, the desire to leave, and the desire to look for another job according to Mobley 2011 as cited in Desi et al, (2023).

Job Satisfaction

Job satisfaction is the level of comfort experienced by employees in carrying out their work, which is also related to the organization's ability to create a balance between work and personal life (Handayani et al, 2022). This job satisfaction can essentially be understood as a psychological condition that arises when employees feel that their needs and expectations are fulfilled through their work. Meanwhile, Rijasawitri et al. (2020) state that job satisfaction reflects an individual's positive or negative feelings toward their job, which are influenced by internal and external factors such as working conditions, rewards, and interactions with colleagues. The indicators of job satisfaction include the work itself, salary, promotion, supervision, and coworkers (Arifah et al, 2024).

Self Efficacy

Self-efficacy is related to employees' ability to perform tasks and engage in social interactions (Maulana et al., 2022). This indicates that the higher an individual's self-confidence, the greater their

ability to face work challenges and maintain motivation. Septian et al., (2023) showed that a sense of competence and motivation together enhance job satisfaction. The indicators of self-efficacy include mastery experience, vicarious experience, social persuasion, and physiological and emotional states (Mimiasri et al., 2023).

RESEARCH METHOD

This research employed a quantitative method to investigate how job satisfaction and self-efficacy affect employees' turnover intention. The sampling process utilized a purposive approach within probability sampling, selecting respondents based on predetermined criteria: belonging to Generation Z, living in Sidoarjo, working in the service sector, and having a tenure of less than six months. A total of 120 Gen Z employees participated in the study. Data collection was carried out through interviews and structured questionnaires using a five point Likert scale. The indicators of the variables in this study were developed based on theory and adapted from previous research. This study used five indicators to measure job satisfaction (Arifah et al, 2024). Self efficacy was measured using four indicators (Mimiasri et al., 2023). Meanwhile, turnover intention was according to Mobley 2011 as cited in Desi et al, (2023). For data analysis, Partial Least Squares Structural Equation Modeling (PLS-SEM) was applied with the assistance of SmartPLS software.

RESULTS AND DISCUSSIONS

Result

Based on the collected data, the demographic analysis of this study involved 120 respondents, all of whom were Generation Z employees working in Sidoarjo. In terms of year of birth, the majority of respondents were born between 2000 and 2004, totaling 104 individuals (86.67%), while the remaining 16 respondents (13.33%) were born between 1997 and 1999. Regarding gender composition, the sample was dominated by female respondents, accounting for 67 individuals (55.8%), while the other 53 respondents (44.2%) were male. With respect to tenure, most respondents had been working for 6 months to 1 year, comprising 71 individuals (59.2%). Furthermore, 44 respondents (36.7%) had worked for more than 1 year, and 5 respondents (4.2%) had worked for less than 6 months. This demographic pattern provides a clearer understanding of the sample profile, serving as a contextual foundation for interpreting the subsequent research findings.

Convergent Validity Test

Table 1. Outer Loading			
	Job Satisfaction (X1)	Self Efficacy (X2)	Turnover Intention (Y)
X1.1	0,786		
X1.2	0,823		
X1.3	0,796		
X1.4	0,755		
X1.5	0,766		
X2.1		0,769	
X2.2		0,804	
X2.3		0,742	
X2.4		0,820	
Y1			0,896
Y2			0,852
Y3			0,753

Source : Output SmartPLS, 2025

Based on the estimation results of the outer loadings, all reflective indicators showed an original sample value of at least 0.70. This value indicates that each indicator has met the validity requirements and is capable of representing the variables studied, namely job satisfaction, self efficacy, and turnover intention. Therefore, all indicators are declared valid and appropriate to be used in the subsequent stages of analysis.

Reliability and Validity Test

Table 2. Construct Reliability and Validity				
Construct Reliability and Validity Overview				
	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Job Satisfaction (X1)	0,845	0,849	0,889	0,617
Self Efficacy (X2)	0,791	0,795	0,864	0,615
Turnover Intention (Y)	0,782	0,793	0,874	0,699

Source : Output SmartPLS, 2025

The results in the table show that the values of Cronbach's Alpha, rho_A, and Composite Reliability are all above 0.7, indicating good internal consistency among the indicators within each construct. In addition, the Average Variance Extracted (AVE) values for each variable have met the validity standard of greater than 0.5. Specifically, the AVE value for Job Satisfaction (X1) is 0.617, for Self Efficacy (X2) is 0.615, and for Turnover Intention (Y) is 0.699. Therefore, all variables in this study can be considered to have good validity.

Discriminant Validity Test

R- Square Test

Table 4. R- Square

R – Square Overview		Turnover Intention (Y)
	R Square	
Turnover Intention (Y)	0,383	0,836

Source : Output SmartPLS, 2025

Discriminant validity is established when the square root of the AVE surpasses the correlations between a construct and other variables. For instance, the Turnover Intention (Y) construct, represented by indicators Y.1 to Y.3, has a square root AVE of 0.836, which is higher than its correlations with other constructs, thereby confirming discriminant validity. In general, all constructs in this study Turnover Intention, Job Satisfaction, and Self Efficacy show AVE square root values exceeding their inter-variable correlations, thus meeting the discriminant validity standard.

Inner Model

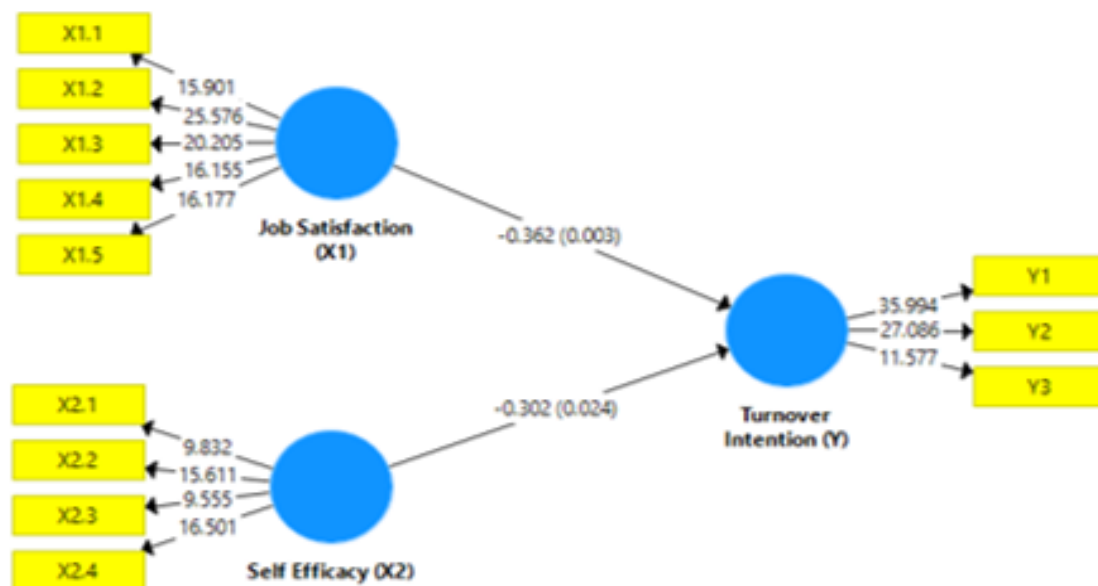


Figure 1. Path Diagram (Inner Model)

R- Square Test

Table 4. R- Square

R – Square Overview	
Turnover Intention (Y)	R Square 0,383

Source : Output SmartPLS, 2025

The R-Square value for the Turnover Intention (Y) variable is 0.383. This means that the independent variables Job Satisfaction and Self-Efficacy account for 38.3% of the variation in Turnover Intention, while the remaining 61.7% is influenced by other factors not included in this research model.

Hypothesis Test

Table 5. Estimate for Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job Satisfaction (X1) → Turnover Intention (Y)	-0,362	-0,367	0,119	3,028	0,003
Self Efficacy (X2) → Turnover Intention (Y)	-0,302	-0,319	0,133	2,269	0,024

Source : Output SmartPLS, 2025

Based on the results of data analysis, the findings are as follows:

1. Job satisfaction has a negative effect on turnover intention, and thus the hypothesis is accepted. This is evidenced by a p-value of $0.003 < 0.05$, an Original Sample (O) value of -0.362 (negative direction), and a T-statistic of $3.035 > 1.96$ (referring to the Z_{α} table at a 0.05 or 5% significance level).
2. Self-efficacy negatively influences turnover intention, and the hypothesis is supported. This is indicated by a p-value of $0.026 < 0.05$, an Original Sample (O) value of -0.302 (negative direction), and a T-statistic of $2.232 > 1.96$ (based on the Z_{α} table at a 0.05 or 5% significance level).

Discussion

The Effect of Job Satisfaction on Turnover Intention.

The study shows that job satisfaction helps reduce turnover intention in Generation Z workers within the service industry in Sidoarjo. Higher satisfaction levels are associated with a smaller chance of employees leaving their positions. Satisfaction with salary emerges as a relatively dominant indicator in shaping job satisfaction, where Generation Z employees who perceive their salary and compensation as fair are more motivated to remain in the face of various work demands. Moreover, the effect of job satisfaction can also be observed from employees' length of service. Employees with a short tenure, particularly less than two years, are generally still in the adjustment stage to the work culture, organizational system, and the new responsibilities they have undertaken. At this stage, uncertainties regarding roles and job demands often affect their stability at work. (Kristianti, 2020). This condition is consistent with field findings, where most Generation Z respondents with a tenure of between six months and one year emphasized the importance of fair compensation to enhance motivation and work loyalty. Therefore, strengthening job satisfaction, particularly through a fair salary and compensation system, needs to be a priority for organizations in managing Generation Z employees in the service sector. Job satisfaction does not only depend on individual factors such as perceptions of salary, promotion, and recognition but can also be reinforced through consistent and fair management practices. These findings support the studies of Pratiwi et al, (2023) and Wardani et al, (2025), which assert that job satisfaction has a significant negative effect on turnover intention and plays a role in reducing employees' desire to leave. Accordingly, creating a fair and adequate compensation system, along with management's attention to employee well-being, can be an effective strategy to reduce turnover intention in a dynamic work environment.

The Effect of Self Efficacy on Turnover Intention

The study points out that self-efficacy helps reduce turnover intention in Generation Z workers in the service industry of Sidoarjo. Higher confidence levels are linked to a reduced tendency to resign. The ability to regulate emotions emerges as a dominant indicator of self efficacy, where Generation Z employees who are able to manage work pressure and emotions effectively tend to be more confident in facing various job demands. Furthermore, the effect of self efficacy can also be viewed from a gender perspective. Riadi et al., (2019) found that the relationship between self efficacy and turnover intention is stronger among female employees compared to male employees. This implies that, for women, an increase in self-efficacy may exert a more significant effect in reducing turnover intention. This condition aligns with field findings, where most female respondents emphasized the importance of support and guidance to enhance their confidence in completing tasks beyond their primary responsibilities. This, strengthening self-efficacy, particularly among female employees, should be a priority for organizations in managing Generation Z employees in the service sector. Self efficacy is not solely dependent on individual factors such as emotional regulation or motivation but can also be reinforced through managerial approaches that consider gender differences. The results of this study support the findings of Shao et al., (2022) and Rista et al., (2021) which emphasize that self-efficacy has a significant negative effect on turnover intention and plays a role in reducing work stress. Therefore, effective stress management and supportive transformational leadership can serve as strategic approaches to reduce turnover intention in dynamic work environments.

CONCLUSION

This study proves that both job satisfaction and self-efficacy play an important role in reducing turnover intention among Generation Z employees in Sidoarjo. This indicates that management needs to pay attention to efforts to improve job satisfaction through fair work policies. Strengthening self-efficacy should also be supported through self-development training programs that help employees become more confident in facing job demands. Furthermore, future research is suggested to deepen this study by adding mediating or moderating variables such as Perceived Organizational Support, leadership, and work environment, as well as conducting research in different industrial sectors or regions. Thus, strategies to improve job satisfaction and self-efficacy can serve as effective measures to reduce the intention to leave among Generation Z employees.

REFERENCES

- Alves, I., Limão, M., & Lourenço, S. M. (2024). Beban kerja berlebihan, keseimbangan hidup–kerja, serta niat pindah auditor: Peran moderasi motivasi. *Australian Accounting Review*, 34(1), 4–28. <https://doi.org/10.1111/auar.12417>
- Sagita, E. N. A., Imaningsih, N., & Wijaya, R. S. (2024). Hubungan sektor ekonomi basis dengan tingkat penyerapan tenaga kerja di Kabupaten Sidoarjo. *Jurnal Hubungan Sektor Ekonomi*, 5(6).
- Arifah, Y. (2024). Pengaruh motivasi kerja dan kepuasan kerja terhadap kinerja pegawai. *Jurnal Intelek Insan Cendikia*. <https://jicnusantara.com/index.php/jiic>
- Calista, C., & Erdiansyah, R. (2025). Faktor-faktor yang memengaruhi turnover intention: Studi pada karyawan Gen Z di Jakarta. *Int. J. of Social Science and Human Research*, 8(4). <https://doi.org/10.47191/ijsshr/v8-i4-76>
- Dataloka.id. (2024, November). Survei Jakpat: 41% Generasi Z berhenti kerja karena gaji tidak sesuai. <https://dataloka.id>
- Desi, D. E., & Dosari, N. (2023). Komitmen organisasional, kompensasi, dan kepuasan kerja terhadap turnover intention karyawan PT BPR Kerinci. *Jurnal Cahaya Mandalika*, 4(3), 754–762. <https://doi.org/10.36312/jcm.v4i3.1900>
- Hanum, W. F. (2023). Dampak kepuasan kerja, motivasi intrinsik dan ekstrinsik terhadap niat pindah pekerja kontrak di RS Dr. Fauziah Bireuen. *Management Research and Behavior Journal*, 3(1).
- Goodstats.id. (2025, Maret). Tujuh alasan Gen Z enggan mengembangkan diri: Kurang motivasi hingga takut gagal. <https://goodstats.id>
- Hanifa, D. (2018). Pengaruh stres kerja dan komitmen organisasi pada niat keluar karyawan bagian produksi PT Widaya Inti Plasma Sidoarjo. *Bima: Journal of Business and Innovation Management*, 1(1). <http://ejournal.feunhasy.ac.id/bima>
- Kristianti, R. S. (2020). Pengaruh kepuasan dan masa kerja terhadap turnover intention ditinjau dari gender (Skripsi, Universitas Mercu Buana Yogyakarta).
- Kusumastuti, S. A., Widjajani, S., & Annisa, N. N. (2024). Pengaruh kepuasan kerja terhadap turnover intention melalui komitmen organisasional (Studi pada KSPPS BMT Binamas Purworejo). *Jurnal Manajemen*, 6(1).
- Lestari, D., & Margaretha, M. (2021). Keseimbangan kerja-hidup, keterlibatan kerja, dan niat keluar: Pengalaman karyawan Gen Y. *Management Science Letters*, 11(1), 165–170. <https://doi.org/10.5267/j.msl.2020.8.019>
- Maulana, D., & Triandani, S. (2022). Self-efficacy dan relasi interpersonal terhadap kepuasan kerja pegawai. *Jurnal Ekonomi dan Ilmu Sosial*, 1(2).
- Medysar, S., Asj'ari, F., & Samsiyah, S. (2022). Stres kerja dan turnover intention melalui variabel intervening pada karyawan PT Malidas Sterilindo Sidoarjo. *Jurnal Manajemen*.

- Merissa, B. (2018). Pengaruh keterikatan kerja terhadap turnover intention dengan kepuasan kerja sebagai mediasi pada PT Lotte Shopping Indonesia Sidoarjo. *Jurnal Manajemen*, 6(1).
- Mimiasri, P., Putri, W., Restya, D., & Husna, L. (2023). Self-efficacy dan locus of control terhadap kinerja pegawai Dinas Pendidikan Kota Banda Aceh. *Humaniora: Jurnal Ilmu Sosial dan Humaniora*. <http://jurnal.abulyatama.ac.id/humaniora>
- Nasir, M., Hasan, M., & Syahnur, M. H. (2022). Faktor-faktor yang memengaruhi turnover intention: Studi kasus pada PT Bank Syariah Indonesia KC Makassar 2. *Jurnal Ekonomi*, 9, 16–29.
- Pitoyo, D. J., & Handayani, W. P. P. (2022). Work-life balance dan lingkungan kerja terhadap kepuasan kerja karyawan. *Jurnal Studi Manajemen dan Bisnis*, 9(2), 152–159. <https://doi.org/10.21107/jsmb.v9i2.17794>
- Pratiwi, A., dkk. (2023). Dampak kepuasan kerja terhadap turnover intention karyawan di The Amasya Villas Seminyak. *Jurnal Manajemen*, 7(2).
- Radar Sidoarjo. (2024, Januari). Mayoritas tenaga kerja Sidoarjo berada di sektor jasa. <https://radarsidoarjo.jawapos.com>
- Putri, R. M., & Iryanti, E. (2024). Beban kerja, disiplin, dan komitmen organisasi terhadap kinerja pegawai PT Romi Violeta. *Jurnal Manajemen*.
- Rakhmitania, T. (2022). Hubungan kepuasan kerja dengan turnover intention. *Jurnal Kesehatan Masyarakat*. <http://e-journal.fkmumj.ac.id>
- Setiawan, S. P., Frendika, R., & Alamsyah, I. F. (2023). Self-efficacy dan motivasi kerja terhadap kepuasan kerja di Disnaker Kota Bandung. *Jurnal Riset Manajemen dan Bisnis*, 3(1), 19–24. <https://doi.org/10.29313/jrmb.v3i1.2028>
- Shao, L., Guo, H., Yue, X., & Zhang, Z. (2022). Kontrak psikologis, self-efficacy, stres kerja, dan turnover intention: Perspektif model job demand-control-support. *Frontiers in Psychology*, 13, 868692. <https://doi.org/10.3389/fpsyg.2022.868692>
- SPN News. (2024, November). Ratusan buruh Sidoarjo demo tuntutan hak normatif. <https://spn.or.id>
- Tempo.co. (2024, Mei). Loyalitas Gen Z di dunia kerja. <https://www.tempo.co>
- Üngüren, E., Onur, N., Demirel, H., & Tekin, Ö. A. (2024). Dampak stres kerja terhadap burnout dan turnover intention: Peran moderasi keamanan kerja dan ketergantungan finansial. *Behavioral Sciences*, 14(4), 322–340. <https://doi.org/10.3390/bs14040322>
- Wardani, D. R. M. (2025). Pengaruh kepuasan kerja, stres, dan lingkungan kerja pada turnover intention karyawan Gen Z (Studi di PT XYZ). *Jurnal Manajemen*.
- Wartanusa.net. (2025, April). Belasan pegawai outsourcing BPJS Ketenagakerjaan tuntutan pesangon setelah PHK sepihak. <https://wartanusa.net>