

# THE EFFECT OF WORK ENVIRONMENT, COMPENSATION AND CAREER DEVELOPMENT ON TURNOVER INTENTION OF GENERATION Z EMPLOYEES IN THE COMPANY X

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## ABSTRACT

This study aims to determine the influence of the work environment, compensation, and career development on turnover intention among Generation Z employees in the company x. The method used was quantitative. Data collection was conducted using a questionnaire, with a Likert scale as the measurement scale. The sampling technique used was a saturated sample, consisting of all 50 Generation Z employees in the company x. Data were analyzed using PLS (Partial Least Squares). The results showed that the work environment had a negative and significant effect on turnover intention, career development had a negative and significant effect on turnover intention, and career development had no direct effect on turnover intention.



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## INTRODUCTION

The employment situation in Indonesia continues to experience dynamics. According to an official release from the Central Statistics Agency (BPS) in August 2024, the workforce increased by 4.79 million people, or 3.42%, compared to 144.64 million in August 2023. However, amid this increase, a Robert Walters Indonesia survey (2024) revealed that 82% of professionals, particularly in Jakarta, planned to look for new jobs in 2024. This finding indicates a potential increase in employee turnover and highlights the importance of retention strategies and competitive compensation to maintain workforce stability. The Great Resignation phenomenon, reported by Forbes (2021), describes a wave of mass resignations, particularly among Generation Z, during the pandemic. Smith (2023), using the term "The Big Quit," also asserts that Generation Z has a higher tendency to leave their jobs than previous generations. A 2021 Adobe Survey of 5,500 Generation Z respondents aged 18–24 showed

that 56% planned to change jobs. A Microsoft and Bankrate survey also recorded that 54% and 77% of Generation Z are considering resigning. This phenomenon also occurs in technology companies like Grab.

**Table 1. Data on employee turnover intentions at company x**

Tahun	Jumlah Karyawan awal	Karyawan Masuk	Karyawan Keluar	Jumlah Karyawan akhir	Turnover intention (%)
2023	55	2	4	53	7,41%
2024	53	3	6	50	11,65%

**Source: Primary data**

Fahrizal and Utama (2017) stated that the ideal standard turnover rate in a company is 10%. Therefore, the employee turnover rate at this company can be considered quite high. Based on Table 1. above, it appears that the year 2024 saw an increase compared to the previous year. This turnover rate is considered high.

One factor influencing turnover intention is the work environment. Generation Z members at this company stated that the work environment does not support productivity, generally experiencing friction between teams, where their teams frequently clash with other teams. Furthermore, facilities such as whiteboards for meetings are limited. An unfavorable environment, such as friction between teams, inadequate facilities, or a negative work atmosphere, can reduce motivation, productivity, and job satisfaction (Silitonga, 2020). These conditions risk triggering burnout, high absenteeism, and increased turnover (Budiyanto, 2022).

Furthermore, compensation is a crucial factor for Generation Z. This generation has high expectations for fair salary, benefits, incentives, and promotion opportunities. A mismatch between the compensation received and employee expectations can trigger a desire to seek other employment (Atmaja, 2022). Furthermore, limited promotion opportunities, unsatisfactory rewards, and a non-transparent appraisal system also strengthen turnover intentions among Generation Z in this company.

Another factor is career development. According to Himma (2019), career development is the process of improving one's abilities to achieve maximum potential within an organization. However, observations indicate that information regarding career paths in this company is not fully transparent. Kintani and Widyati (2024) emphasized that even though compensation and the work environment are adequate, limited transparency regarding promotions can influence employees' decisions to stay. Wijaya (2021) also emphasized that a transparent promotion system is key to trust in the career development process.

This is supported by research conducted by Suganda & Setyorini, (2023) who found that compensation has a significant impact on turnover, Harini et al., (2023) who showed that career development and compensation have a negative impact on turnover intention, and Mangumbahang et al., (2023) who found that the work environment has a negative and significant influence on turnover intention. These findings indicate that the more negative employee perceptions of the work environment, the lower the level of employee satisfaction with the compensation received and the more limited career development opportunities employees perceive, the greater their tendency to change jobs. Based on the phenomena described above, this study aims to examine whether there is an influence of the work environment, compensation and career development on turnover intention.

Therefore, the purpose of this study is to analyze the influence of the work environment, compensation and career development on turnover intention in generation z employees. The results of this study are expected to contribute to company management in formulating human resource management strategies. This can be done to minimize the number of employee resignations.

## LITERATURE REVIEW

### Work Environment

A work environment is considered good or appropriate if people can carry out their activities optimally, healthily, safely, and comfortably. A comfortable, safe, and supportive work environment will make employees enthusiastic and passionate about their work, which can positively impact their performance. Prasetyo (2021) explains that the work environment includes all the tools, materials, and methods a person encounters while working, as well as work arrangements, both individually and in groups.

### Compensation

Fundamentally, people work to earn money to meet their living needs. According to Putra, R.S. (2023), compensation is all income received in the form of money, goods, directly, or indirectly. Khaq, F.N.D., Saputra, B.M., and Nurhidayati, N. (2022), compensation includes all forms of financial rewards and benefits received by employees as part of the employment relationship.

### Career Development

Career development is a process carried out with the aim of improving an employee's abilities and achieving a career plan within a company's organizational structure. Career development is the process employees undertake to plan and build their future career paths with the goal of continuing to grow and reach their maximum potential (Himma, 2019).

### Turnover Intention

A person's desire to leave a company is due to a perceived lack of fit or a better career path. Deswarta et al. (2021) define turnover intention as an employee's internal desire to leave the company, driven by factors such as the company's environment, compensation, and so on.

## RESEARCH METHOD

This study uses quantitative research techniques. This research is a descriptive and formal study involving hypothesis testing. The goal is to systematically reveal the influence of the work environment, compensation, and career development on employee turnover. The sample of this study amounted to 50 respondents. The sampling technique in this study used the Saturated Sampling technique, where the entire population in this study was sampled. The data collection method used in this study was through a questionnaire method. The questionnaire was distributed online, namely through Google Forms. The data was then processed using the component-based Structural Equation Modeling (SEM) method using the Partial Least Square (PLS) analysis tool. The testing process in the SEM-PLS analysis technique was carried out with the help of Smart PLS.

## RESULTS AND DISCUSSIONS

### Result

Based on the collected data, the demographic analysis in this study involved a total of 50 respondents, all of whom were Generation Z employees at Company X. Regarding gender composition, the sample

was dominated by women, with 28 representing (56%) of the total, while the remaining 22 respondents (44%) were men. Based on age distribution, the largest proportion of participants were in the 23-25 age range, namely 28 people (56%), followed by those in the 26-28 age range, namely 22 people (44%). Based on length of service, the majority of respondents had worked for 3-4 years, namely 48 people (76%), while the remaining respondents had worked for 1-2 years, namely 12 people (34%). This demographic pattern provides a clearer understanding of the sample profile, which serves as a contextual foundation for interpreting subsequent research findings.

### Convergent Validity Test

**Table 1. Outer Loadings**

	<b>Work Environment (X1)</b>	<b>Compensation (X2)</b>	<b>Career Development (X3)</b>	<b>Turnover Itention (Y)</b>
X1.1	0.869			
X1.2	0.723			
X1.3	0.875			
X2.1		0.838		
X2.2		0.776		
X2.3		0.775		
X3.1			0.833	
X3.2			0.737	
X3.3			0.835	
Y.1				0.822
Y.2				0.776
Y.3				0.889

Source: Output SmartPLS, 2025

The table above show that all reflective indicators have a factor loading value greater than 0.07, indicating that they can represent the construct well. Therefore, all reflective indicators are considered valid and meet the requirements for convergent validity

### Reliability and Validity Test

**Table 2. Construct Reliability and Validity**

	<b>Cronbach's alpha</b>	<b>Composite reliability</b>	<b>Average variance extracted (AVE)</b>
<b>Work Environment (X1)</b>	0.761	0.681	0.681
<b>Compensation (X2)</b>	0.713	0.721	0.635
<b>Career Development (X3)</b>	0.723	0.729	0.645
<b>Turnover Itention (Y)</b>	0.774	0.792	0.689

Source: Output SmartPLS, 2025

This study cases construct reliability and validity. The result show that the AVE value for each construct exceeds 0.50, indicating convergent validity. Construct reliability, measured using the composite reliability value, is above 0.70 for all construct, demonstrating that all indicators are consistent in measuring their respective latent variables and are therefore reliable

### Discriminant Validity Test

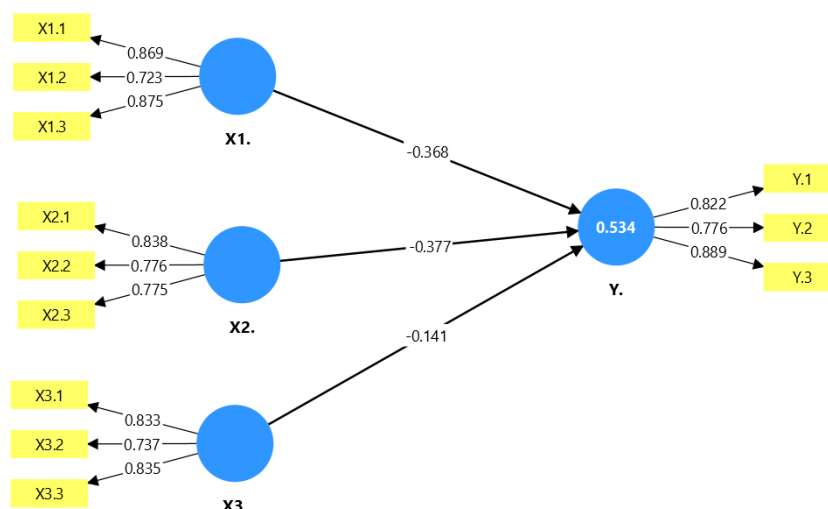
**Table 3. Discriminant Validity**

	Lingkungan Kerja (X1)	Kompensasi (X2)	Pengembangan Karier (X3)	Turnover Itention (Y)
Work Environment (X1)	0.825			
Compensation (X2)	0.658	0.797		
Career Development (X3)	0.143	0.367	0.803	
Turnover Itention (Y)	-0.636	-0.671	-0.333	0.830

Source: Output SmartPLS, 2025

Discriminant validity is achieved if the square root of AVE is greater than the correlation of the variable with other variables. For example, the turnover intention variable (Y), with indicators Y.1 to Y.3, has a square root of AVE of 0.689, which exceeds its correlation with other variables, indicating that the variable meets discriminant validity. Overall, all research variables, namely Work Environment, Compensation, Career Development have a square root of AVE value that is greater than its correlation with other variables, thus meeting the requirements of discriminant validity.

### Inner Model



**Figure 1. Path Diagram (Inner Model)**

### R-square Test

	R-square
<i>Turnover Itention (Y)</i>	0.534

Source: Output SmartPLS, 2025

The table above shows that the R-Square value for the dependent variable, turnover intention, is 0.534. This means that the model is able to explain 50% of the variation in turnover intention influenced by the work environment, compensation, and career development. Meanwhile, the remaining 50% is influenced by other factors not covered in this study.

### Hypothesis Test

**Table 5. Path Coefficients and Specific Indirect Effect**

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
<b>Work Environment (X1) -&gt; <i>Turnover Itention (Y)</i></b>	-0.368	-0.383	0.131	2.806	0.005
<b>Compensation (X2) -&gt; <i>Turnover Itention (Y)</i></b>	-0.377	-0.370	0.141	2.671	0.008
<b>Career Development (X3) -&gt; <i>Turnover Itention (Y)</i></b>	-0.141	-0.155	0.098	1.438	0.150

Source: Output SmartPLS, 2025

Based on the result of hypothesis testing, the interpretation of the causality test is as follows:

- H1. The work environment has a negative effect on turnover intention, acceptable with path coefficients of -0.368 and a T-statistic value of  $2.806 > 1.96$  (from the table value of  $ZA = 0.05$ ) or a P-value of  $0.005 < 0.05$ .
- H2. Compensation has a negative effect on turnover intention, acceptable with path coefficients of -0.377 and a T-statistic value of  $2.671 > 1.96$  (from the table value of  $ZA = 0.05$ ) or a P-value of  $0.008 < 0.05$ .
- H3. Career development has a negative effect on turnover intention, acceptable with path coefficients of -0.141 and a T-statistic value of  $1.438 < 1.96$  (from the table value of  $ZA = 0.05$ ) or a P-value of  $0.150 > 0.05$ .

### Discussion

#### The Influence of Work Environment on Turnover Intention

The work environment plays a crucial role in influencing employees' decisions to stay or leave a company. Research shows that comfortable working conditions, adequate facilities, and harmonious working relationships can reduce turnover intention. According to Robbins and Judge (2022), a positive work environment increases emotional engagement and employee loyalty.



In this company, challenges persist, such as suboptimal teamwork, slow workflow, and limited individual facilities. These factors reduce individual work effectiveness, despite the presence of team support. Employees, predominantly younger, tend to require open communication, superior support, and greater work flexibility.

Consistent with the opinions of Luthans (2021) and Agustina, Effendy, and Hakeem (2025), a quality work environment and effective working relationships can increase employee satisfaction and retain talented employees. Therefore, improving individual facilities, inter-team coordination, and fostering positive social interactions is essential. Good work environment management will boost productivity, strengthen loyalty, and reduce employee turnover.

### **The Effect of Compensation on Turnover Intention**

Compensation directly influences employees' decisions to stay or leave a company. Research shows that satisfaction with compensation is generally good, with base salary and benefits being the most satisfying aspects, while incentives are considered less competitive. Wijaya (2021) stated that compensation that meets expectations can increase a sense of security and engagement with the company.

The company's compensation system is considered transparent and fair, fostering trust in management. However, the characteristics of respondents, who are predominantly young employees, indicate that fairness, speed, and relevance in compensation are primary concerns. This aligns with the opinion of Kintani and Widyati (2024), who assert that fair and timely compensation can strengthen loyalty and reduce turnover intention.

Research findings indicate that the salary and benefits distribution process is running well, but evaluation of performance incentives is needed to further motivate employees. Furthermore, some respondents expect adjustments to health and transportation benefits to maintain relevance to the cost of living. The younger generation, which dominates the respondents, also tends to compare compensation packages with other companies in similar industries.

These findings support the view of Agustina, Effendy, and Hakeem (2025) that fair, transparent, and competitive compensation can directly reduce turnover intentions. Therefore, companies need to strengthen performance-based incentive schemes, regularly update benefits, and maintain transparency in reward systems. Implementing these policies has the potential to increase employee loyalty, reduce turnover intentions, and maintain the company's competitiveness in the labor market.

### **The Influence of Career Development on Turnover Intention**

Career development is a crucial factor in employee retention, but the results of this study indicate that this variable has no effect on turnover intention. This finding indicates that adequate compensation and a work environment tend to be more dominant in influencing employees' decisions to stay. According to Kintani and Widyati (2024), career development is not always the primary factor in turnover intention, especially if employees' basic needs are met.

Research in companies shows that superiors are quite open in providing information about career paths, but promotion opportunities are not shared equally by all employees. Some respondents believe that opportunities for advancement are more favorable to certain groups. This situation tends to lead to a neutral perception among younger employees, who predominantly respond to the survey, as they expect a clear, open, and fair career system for all. Wijaya (2021) emphasizes that transparency in the promotion system is key to building trust in the career development process. This finding is further supported by Denova and Crispina (2024), who state that compensation and a favorable work environment can mitigate the direct influence of career development on turnover intention.

Although the effect is not significant, career development still plays a strategic role in long-term retention. Agustina, Effendy, and Hakeem (2025) emphasized that an open, fair, and structured career



system can sustainably reduce turnover intention. Therefore, companies need to improve promotion fairness, equal training, and consistent career development. Implementing a transparent and performance-integrated career system will increase motivation and loyalty, while preventing the potential loss of talented employees.

## **CONCLUSION**

Based on the discussion and research findings, it can be concluded that the role of the work environment, compensation and career development can influence the occurrence of turnover intention among Generation Z employees in this company, especially in the work environment because of work relationships and individual facilities, increased coordination, and strengthening social interactions that can build a sense of togetherness, for generation z compensation that wants to be appreciated not only in terms of increased salary and benefits but incentives from the company are important to increase employee loyalty and performance, the career development variable itself in this study does not have a direct influence on turnover intention. However, the company needs to pay attention to career development information to all employees openly and provide training to each employee. Therefore, As an effort to reduce the occurrence of employee turnover intention can be done by increasing job satisfaction and paying special attention to employees, namely by providing a good work environment, compensation and career development. However, the company needs to consider which alternatives provide the greatest contribution to increasing employee job satisfaction. This can be done to minimize the number of employees who resign.



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