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Determinants Of Turnover Intention Of Generation Z Employees In The Cafe Industry In Cirebon City

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Abstract

This study examines work stress, job satisfaction, and work environment as determinants of turnover intention among Generation Z employees in the cafe industry in Cirebon City. A quantitative cross-sectional survey involved 100 employees selected through purposive sampling and analyzed using multiple linear regression in IBM SPSS Statistics 25. The simultaneous model was significant and explained 44.6% of turnover-intention variance. Partially, work stress had a positive and significant effect, whereas job satisfaction and work environment were not significant. The contribution of this study is not merely contextual; it shows that psychological strain associated with job demands is more salient than general job attitudes and workplace-resource perceptions when the three predictors are examined together. The findings direct retention efforts toward workload control, role clarity, shift organization, and supervisor support while maintaining supportive workplace conditions.

Keywords : work stress, job satisfaction, work environment, turnover intention, Generation Z

INTRODUCTION

*Turnover intention*Withdrawal cognition is a form of withdrawal cognition that reflects the process by which employees begin to consider leaving, seek alternative employment, and develop intentions to leave the organization. This issue is increasingly relevant for Generation Z workers, who exhibit high job mobility and assess their work experience through a combination of development opportunities, work-life balance, organizational support, and perceived stress. Recent evidence in Indonesia suggests that Generation Z turnover intention is related to job stress, job satisfaction, work-life balance, support, leadership, and alternative employment opportunities.(Alfara & Saputra,

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2024;Putri et al., 2025;Tjandra & Erdiansyah, 2024;Wahyudi & Saryatmo, 2024;Wibowo et al., 2024). The findings in Cirebon also show that job stress plays a significant role in explaining the turnover intentions of Generation Z workers.(Maryam, 2025;Susilawati et al., 2025)

The cafe industry is a service-oriented context with work characteristics that potentially create high demands and require adequate workforce resources. Customer interactions, service speed, shift scheduling, team coordination, and fluctuations in work intensity are relevant contextual factors to consider, without assuming all of these characteristics were directly measured in this study. Hospitality literature indicates that stress, burnout, work environment, satisfaction, and customer interaction experiences are related to turnover intention.(Abdou et al., 2022 Chen & Qi, 2022;Pu et al., 2024;Salama et al., 2022)Research on restaurant and coffee shop employees in Indonesia also shows the importance of stress, satisfaction, compensation, work-life balance, and the work environment in the decision to stay or leave.(Marchella & le, 2022;Zidane Muhammad & Paksi, 2025;Wiastuti et al., 2023).

However, empirical evidence has not yet provided a completely consistent pattern. Job stress tends to increase turnover intention across various contexts, including Generation Z.(Lubis et al., 2024;Salsabila & Kustini, 2026;Wahyuningrum & Khan, 2023), but the magnitude of the effect may change when other predictors are included in the model.(Erdiantami & Yunanto, 2025;Rahadiyanti & Prahiawan, 2024). Job satisfaction is generally negatively related to turnover intentions.(Adiyanti & Kusumah, 2023;Gyebi & Bonsu, 2023;Roy et al., 2024), but its direct effect on Generation Z may be weakened when stress, work-life balance, or organizational factors are analyzed together.(Dea & Abrian, 2025;Jamalulel & Chang, 2025). The work environment also produces different findings from significant to insignificant negative influences, depending on the context, construct boundaries, and model used.(Andriani et al., 2023;Dewi & Suartina, 2022;Ramadhani & Wardani, 2025;Riamanda et al., 2025).

This research gap is therefore not merely limited to the study in Cirebon City. A more substantive gap is the unclear relative position of strain due to job demands, job attitudes, and environmental resources when all three are tested together on Generation Z workers in the cafe industry. The Job Demands-Resources (JD-R) perspective helps refine the position of the constructs: job demands are characteristics of work that require sustained effort; job stress is treated as a response or psychological strain that can arise when demands exceed capacity; job satisfaction is a job attitude/outcome, while the work environment can function as a job resource when it facilitates task achievement and reduces the psychological costs of work.(Bakker & Demerouti, 2024). With this framework, the novelty of this research is directed at this theoretical configuration and the empirical finding that job stress is the most prominent partial predictor when job

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satisfaction and work environment are controlled. This study aims to examine the partial and simultaneous effects of job stress, job satisfaction, and work environment on turnover intention and to explain the implications of strain dominance for retention strategies for Generation Z workers in the cafe industry in Cirebon City.

LITERATURE REVIEW

The JD-R explains that every job has a configuration of job demands and job resources. Job demands drain energy when job demands are high and prolonged, while job resources help workers achieve goals, reduce the costs of demands, and maintain motivation. The health-impairment process in the JD-R explains that unmanaged demands can lead to strain, fatigue, and withdrawal; conversely, resources can buffer these processes.(Bakker & Demerouti, 2024)In this study, job stress is not positioned as a job demand per se, but rather as a psychological response to perceived demands. Job satisfaction is positioned as an affective evaluation of the job, while the work environment is positioned as a contextual resource insofar as it facilitates task execution and work interactions.

*Turnover intention*describes the conscious intention to leave a job and can be understood through the stages of thinking about leaving, seeking alternatives, and intending to leave. Generation Z literature suggests that this intention is influenced not by just one factor, but by a combination of internal job pressures, perceptions of alternative opportunities, leadership, commitment, and organizational support.(Latumahina et al., 2026;Putri et al., 2025;Wibowo et al., 2024)In the coffee shop context, qualitative findings also link turnover intentions to work-life balance, compensation, satisfaction, and job status.(Zidane Muhammad & Paksi, 2025).

Job stress in this model reflects the pressure felt when individuals face demands that disrupt their psychological balance. Evidence from restaurants, hotels, manufacturing, and Generation Z workers consistently shows a positive relationship between stress and turnover intention.(Chen & Qi, 2022;Lubis et al., 2024;Salama et al., 2022;Salsabila & Kustini, 2026;Wahyuningrum & Khan, 2023)Job satisfaction, on the other hand, is a job attitude that reflects evaluations of pay, development opportunities, supervision, co-workers, and working conditions. Empirical evidence generally indicates that higher satisfaction is associated with lower turnover intentions, although the effect may change when other predictors are controlled.(Dea & Abrian, 2025;Gyebi & Bonsu, 2023;Jamalulel & Chang, 2025& Roy et al., 2024).

The work environment in this study is limited to work atmosphere, facilities, cooperation between colleagues, comfortable work relationships, and communication with superiors. This limitation is important because some indicators can overlap with supervisor support, social support, and job satisfaction. As a potential job resource, a

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supportive work environment should reduce psychological burden and facilitate goal achievement. However, empirical evidence shows a heterogeneous pattern: the work environment can suppress turnover intention through satisfaction or engagement, but the direct effect is not always significant.(Abdou et al., 2022;Andriani et al., 2023;Izza Haniyah et al., 2025;Ramadhani & Wardani, 2025;Riamanda et al., 2025)This heterogeneity reinforces the need to test the unique contribution of each predictor in a single model.

HYPOTHESIS

H1: Work stress has a positive and significant effect on the turnover intention of Generation Z employees in the cafe industry in Cirebon City.
H2: Job satisfaction has a negative and significant effect on the turnover intention of Generation Z employees in the cafe industry in Cirebon City.
H3: The work environment has a negative and significant effect on the turnover intention of Generation Z employees in the cafe industry in Cirebon City.
H4: Job stress, job satisfaction, and work environment simultaneously have a significant influence on the turnover intention of Generation Z employees in the cafe industry in Cirebon City.

RESEARCH METHODS

The study used a quantitative approach with a cross-sectional survey design. The unit of analysis was individual Generation Z employees actively working in cafes in Cirebon City. A numerical population could not be determined because there was no unified sampling frame that included all Generation Z employees in all cafes in Cirebon City. Therefore, the sample was obtained through purposive sampling with the criteria of being 18-26 years old, having active employee status, having a minimum work period of six months, and being willing to complete the questionnaire. The six-month work period was used to ensure respondents had sufficient experience with work patterns, work relationships, and operational conditions. A total of 100 complete responses were analyzed. As a check of sample size adequacy, the minimum requirement was calculated using an a priori procedure in G*Power 3.1.9.7 for F tests, linear multiple regression: fixed model, R^2 deviation from zero, with three predictors, a medium effect size of $f^2=0.15$, $\alpha=0.05$, and power=0.80. The results indicated a minimum requirement of 77 respondents; thus, 100 respondents exceeded the benchmark. This calculation is used as a justification for sample adequacy after data collection, not as a procedure for determining sample size before data collection.

Data were collected through a self-report questionnaire with a Likert scale of 1-5. The instrument consisted of 20 items, five each for job stress, job satisfaction, work

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environment, and turnover intention. The operationalization of the constructs retained the indicators used in the research instrument and is described in detail in the operationalization documents for the variables and separate questionnaires. To maintain consistency with the terms of reference for the past five years, the conceptual foundation of the constructs in the article is strengthened by the latest empirical study. Turnover intention in the context of young workers through(Chen & Qi, 2022)as well as(Putri et al., 2025), work stress is amplified by(Chen & Qi, 2022)And(Salama et al., 2022), job satisfaction is strengthened by(Pu et al., 2024)And(Jamalulel & Chang, 2025), while the work environment is strengthened by(Abdou et al., 2022)And(Andriani et al., 2023)Because the instrument was used before the article's revision process, this study does not claim that the items were directly adapted from these more recent studies. The historical sources for indicator development are still noted in the instrument's operationalization document, while the main article uses more recent references to strengthen the construct's definition and relevance. There is no documentation of expert judgment or a separate pilot test in the research file, so validity claims are limited to the indicator's theoretical suitability and item-total empirical validity.

Analysis using IBM SPSS Statistics 25. Empirical validity was assessed by Pearson Product Moment correlation at r table 0.197 and $p < 0.05$. Reliability was assessed through Cronbach's Alpha; values approaching 0.70 are interpreted cautiously as acceptable/marginal. Assumption tests included residual normality with One-Sample Kolmogorov-Smirnov supplemented by histogram examination, Normal PP Plot, skewness and kurtosis; multicollinearity through Tolerance and VIF; and heteroscedasticity with Glejser. Pearson correlation matrix between variables was reported before regression to see the direction and strength of bivariate relationships and the closeness between predictors. Multiple linear regression used the model $Y = a + b1X1 + b2X2 + b3X3 + e$; t-test assesses partial contributions, F-test assesses simultaneous significance, and Adjusted R^2 was used as the main measure of the model's explanatory power after accounting for the number of predictors. Because all data came from the same source and measurement time, the potential for common method bias was considered as a limitation of interpretation.

Table 1. Operationalization of Variables

Variables	Summary indicators	Item	Source
Turnover intention	Consideration of leaving; search for alternative employment; intention to leave job	Y1-Y5	(Sanjaya & Daniel, 2024)

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Variables	Summary indicators	Item	Source
Work stress	Technological pressure; role conflict/clarity; job demands; workload; personal pressure	X1.1-X1.5	(Suryanto & Riptiono, 2025)
Job satisfaction	Salary; development opportunities; supervision; co-worker relations; working conditions	X2.1-X2.5	(Rahman & Sary, 2025)
Work environment	Atmosphere; facilities; cooperation; comfort of relationships; superior communication	X3.1-X3.5	(Desti Siti Nur Hasanah et al., 2025)

Source: Compiled from research instruments and conceptual sources used by the researcher.

RESULTS AND DISCUSSION

Characteristics and descriptive statistics

Table 2. Respondent Characteristics

Classification	n	%
Man	29	29
Woman	71	71
Age 18-20 years	60	60
Age 21-23 years	23	23
Age 24-26 years	17	17
Working period 6 months - 1 year	61	61
Work period 1-2 years	21	21
Work period >2 years	18	18

Source: Research tabulation data (2026).

Respondents were predominantly female (71%), aged 18-20 (60%), and had worked for 6 months-1 year (61%). This composition indicates that the sample primarily represents early-career Generation Z workers with relatively short organizational experience.

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Table 3. Descriptive Statistics of Variables

Variables	N	Min	Mom	Mean	Elementary School
Stress (X1)	100	10	25	18.39	3,241
Satisfaction (X2)	100	10	25	19.91	2,864
Environment (X3)	100	10	25	20.00	3,025
Turnover (Y)	100	10	25	18.93	3,554

Source: Primary data processed using IBM SPSS Statistics 25 (2026).

Work environment had the highest mean (20.00), while job stress had the lowest mean (18.39). This descriptive contrast is important because stress emerged as the strongest partial predictor in the regression. Thus, the average level of a construct does not equate to its unique contribution to explaining turnover intention.

Instrument quality

Table 4. Results of Pearson Product Moment Validity Test

Item	r count	r table	Sig.	Note:
X1.1	0.583	0.197	0,000	Valid
X1.2	0.414	0.197	0,000	Valid
X1.3	0.654	0.197	0,000	Valid
X1.4	0.570	0.197	0,000	Valid
X1.5	0.540	0.197	0,000	Valid
X2.1	0.604	0.197	0,000	Valid
X2.2	0.536	0.197	0,000	Valid
X2.3	0.592	0.197	0,000	Valid
X2.4	0.579	0.197	0,000	Valid
X2.5	0.562	0.197	0,000	Valid
X3.1	0.527	0.197	0,000	Valid
X3.2	0.665	0.197	0,000	Valid
X3.3	0.632	0.197	0,000	Valid
X3.4	0.645	0.197	0,000	Valid
X3.5	0.593	0.197	0,000	Valid

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Item	r count	r table	Sig.	Note:
Y1.1	0.595	0.197	0,000	Valid
Y1.2	0.611	0.197	0,000	Valid
Y1.3	0.593	0.197	0,000	Valid
Y1.4	0.576	0.197	0,000	Valid
Y1.5	0.562	0.197	0,000	Valid

Source: Primary data processed using IBM SPSS Statistics 25 (2026).

All 20 items had r values >0.197 and p <0.05, thus meeting item-total empirical validity. These results are not intended as a substitute for more comprehensive content validity or construct validity; because expert judgment and separate pilot tests were not documented, validity interpretation is limited to the available evidence.

Table 5. Reliability Test Results

Variables	Alpha	Interpretation
Work stress	0.696	Acceptable/marginal
Job satisfaction	0.775	Acceptable
Work environment	0.815	Good
Turnover intention	0.814	Good

Source: Primary data processed using IBM SPSS Statistics 25 (2026).

The job stress alpha of 0.696 is very close to 0.70, making it more appropriate to call it marginally acceptable, rather than strong reliability. The other three constructs demonstrated more adequate internal consistency.

Regression assumption test

Table 6. Residual Normality Diagnostic

Information	Mark
KS Test Statistics	0.091
Asymp. Sig. (2-tailed)	0.041
Skewness	-0.534 (SE 0.241)
Kurtosis	2.106 (SE 0.478)

Source: Primary data processed using IBM SPSS Statistics 25 (2026).

At N=100, the Kolmogorov-Smirnov test yielded p=0.041<0.05, indicating that the residuals did not strictly conform to normality. Further examination revealed skewness=-0.534 (SE=0.241) and kurtosis=2.106 (SE=0.478). The residual histogram remained

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generally centered around zero and resembled a bell shape, while the Normal PP Plot showed that most points followed the diagonal line, although there were some deviations. Thus, there were deviations from normality, particularly in the peaked distribution, but the visual pattern did not indicate extreme deviations. The regression model was still reported transparently, and the inferential results were interpreted conservatively.

Table 7. Multicollinearity Test

Variables	Tolerance	VIF	Note:
Stress (X1)	0.756	1,323	There isn't any
Satisfaction (X2)	0.350	2,860	There isn't any
Environment (X3)	0.349	2,868	There isn't any

Source: Primary data processed using IBM SPSS Statistics 25 (2026).

All Tolerance values were >0.10 and VIF <10, indicating no significant multicollinearity affecting the regression estimates. However, the correlation matrix results indicated a strong X2-X3 relationship; therefore, the empirical and conceptual closeness of job satisfaction to the work environment remains a consideration in interpreting the partial coefficients and developing subsequent instruments.

Table 8. Glejser Heteroscedasticity Test

Variables	Sig.	Criteria	Note:
Stress (X1)	0.084	>0.05	There isn't any
Satisfaction (X2)	0.108	>0.05	There isn't any
Environment (X3)	0.234	>0.05	There isn't any

Source: Primary data processed using IBM SPSS Statistics 25 (2026).

All Glejser significance values are above 0.05 so that no symptoms of heteroscedasticity were found in the model.

Table 9. Pearson Correlation Matrix Between Variables

Variables	X1	X2	X3	Y
X1	1	0.467**	0.470**	0.664**
X2	0.467**	1	0.800**	0.342**
X3	0.470**	0.800**	1	0.376**
Y	0.664**	0.342**	0.376**	1

*Note: ** p<0.01 (2-tailed). N=100. Source: Primary data processed using IBM SPSS Statistics 25 (2026).*

The correlation matrix shows that job stress is positively and strongly correlated with turnover intention (r=0.664; p<0.001). Job satisfaction (r=0.342; p=0.001) and work

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environment (r=0.376; p<0.001) are also positively correlated bivariately with turnover intention. The correlation between job satisfaction and work environment is very high (r=0.800; p<0.001), indicating substantial shared variance between the two constructs. The VIF value remains below the general limit indicating no severe multicollinearity, but the closeness of X2-X3 needs to be considered when interpreting the partial contributions of both in the regression.

Regression and hypothesis testing

Table 10. Multiple Linear Regression Summary Model

R	R^2	Adjusted R^2	SEE
0.668	0.446	0.429	2,685

Source: Primary data processed using IBM SPSS Statistics 25 (2026).

An R^2 of 0.446 indicates that the model explains 44.6% of the variation in turnover intention. As the reviewer notes, the key measure emphasized is Adjusted R^2 = 0.429, which is 42.9% explanatory power after accounting for the number of predictors.

Table 11. ANOVA (F Test)

Model	SS	df	MS	F	Sig.
Regression	558,231	3	186,077	25,804	0,000
Residual	692,279	96	7,211		
Total	1,250,510	99			

Source: Primary data processed using IBM SPSS Statistics 25 (2026).

The F-test shows a significant simultaneous model (F=25.804; p<0.001), thus supporting H4. The significance of the simultaneous model does not mean that all predictors must be partially significant.

Table 12. Coefficients (t-test)

Variables	B	SE	Beta	t	Sig.
Constant	4,618	2,064	-	2,237	0.028
Stress (X1)	0.691	0.096	0.630	7,218	0,000
Satisfaction (X2)	-0.057	0.159	-0.046	-0.359	0.720
Environment (X3)	0.137	0.151	0.116	0.906	0.367

Source: Primary data processed using IBM SPSS Statistics 25 (2026).

The regression equation is Y=4.618+0.691X1-0.057X2+0.137X3. Job stress has a positive and significant effect (B=0.691; β=0.630; p<0.001), so H1 is supported. Job satisfaction has a negative but insignificant effect (B=-0.057; p=0.720), while the work environment has a positive but insignificant effect (B=0.137; p=0.367); H2 and H3 are not

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supported. The standardized beta of job stress has the largest absolute value, so job stress is the most prominent partial predictor.

Discussion H1: work stress and turnover intention

The positive relationship between job stress and turnover intention is consistent with the JD-R health-impairment process. When job demands require sustained energy, strain can increase and lead to withdrawal cognitions. This finding aligns with research on restaurants, hotels, and Generation Z workers that shows stress is positively related to turnover intention.(Chen & Qi, 2022;Lubis et al., 2024;Salama et al., 2022;Salsabila & Kustini, 2026;Wahyuningrum & Khan, 2023). Due to the cross-sectional nature of the study design, these results are presented as predictive associations, not absolute causal relationships. Peak hours, service speed, conflicting demands, and shift patterns are used as plausible contextual explanations, but are not claimed to be facts fully measured in the questionnaire.

Discussion of H2: job satisfaction and turnover intention

The job satisfaction regression coefficient is negative, as hypothesized, but its unique contribution is not significant after controlling for job stress and the work environment. Interestingly, the bivariate correlation between X2 and turnover intention is positive ($r=0.342$; $p=0.001$), while the correlation between X2 and X3 is very high ($r=0.800$; $p<0.001$). The changing pattern between the bivariate relationship and the partial coefficients indicates that the effect of satisfaction is unstable when shared variance with the work environment and other predictors is accounted for. Therefore, these results cannot be interpreted as implying that job satisfaction is unimportant; what is not evident is its unique contribution in the simultaneous model. This finding differs from studies that found satisfaction decreases turnover intention.(Gyebi & Bonsu, 2023;Marcella & Le, 2022;Roy et al., 2024), but is in line with the view that the effect of satisfaction on Generation Z depends on the configuration of stress, work-life balance, career opportunities, and other organizational factors.(Dea & Abrian, 2025;Jamalulel & Chang, 2025;Tjandra & Erdiansyah, 2024).

Discussion of H3: work environment and turnover intention

The work environment has a positive but insignificant regression coefficient ($B=0.137$; $p=0.367$), and bivariately it is also positively correlated with turnover intention ($r=0.376$; $p<0.001$). This direction should not be interpreted as meaning that a better work environment increases turnover intention, because the partial contribution of X3 is not significant. The X2-X3 correlation of 0.800 indicates substantial shared variance and supports the reviewer's concern about potential construct overlap, especially in indicators

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of co-worker relationships, job satisfaction, superior communication, and satisfaction aspects. With a VIF of approximately 2.86, this condition does not indicate severe multicollinearity, but it may reduce the ability of X2 and X3 to explain unique variation when analyzed together. This non-significant finding is in line with(Ramadhani & Wardani, 2025), while other coffee shop research shows that the work environment can play a direct or indirect role in turnover intention.(Abdou et al., 2022;Andriani et al., 2023;Izza Haniyah et al., 2025;Riamanda et al., 2025).

Discussion of H4 and the dominance of strain over job resources

All three predictors were simultaneously significant with an Adjusted R^2 of 42.9%, but the model's strength was primarily driven by job stress. The most valuable insight is the paradox between descriptive and regression statistics: work environment had the highest mean (20.00) and job stress the lowest mean (18.39), yet stress had a β=0.630. This suggests that turnover intention does not necessarily arise from a general assessment of a poor work environment; turnover intention may be more sensitive to perceived strain in the process of carrying out the work. A similar pattern is seen in research on Generation Z, which places stress as a mediator or dominant factor in the decision to leave.(Maryam, 2025;Erdiantami & Yunanto, 2025;Latumahina et al., 2026;Susilawati et al., 2025). Thus, the empirical contribution of this research is to show the dominance of psychological strain over job attitude and perceived resources in the configuration of predictors tested in the Cirebon cafe industry.

CONCLUSION AND IMPLICATIONS

The study shows that the turnover intention of Generation Z employees in the cafe industry in Cirebon City is primarily related to job stress. Stress is the most prominent partial predictor, while the regression coefficient for job satisfaction is negative but insignificant, and the work environment also does not provide a significant unique contribution after other predictors are controlled. The correlation matrix shows a high closeness between job satisfaction and the work environment, making the separation of the two constructs an important agenda for further instrument development. Simultaneously, all three variables still form a meaningful model. The theoretical contribution of this study is to clarify the application of the JD-R by distinguishing job demands, psychological strain, job attitude, and job resources, while also showing that strain may be closer to withdrawal cognition than general assessments of satisfaction and the environment in young workers. Managerially, cafe managers need to prioritize controlling sources of stress through proportional workload sharing, role clarity, more predictable shift schedules, rest periods, operational briefings, and supervisor support, without neglecting facilities and work relationships as supporting resources.

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Generalizability of the results is limited by purposive sampling, a single city, a cross-sectional design, single-source self-report, marginal stress reliability, potential construct overlap, and non-strictly normal residuals. Future research needs to use multi-café/cross-city samples, more separate construct measurements, stronger instrument validation, longitudinal designs, and test burnout, work engagement, perceived alternative job opportunities, compensation, and work-life balance as mediators or moderators.

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