

## Compensation, Technology Use, Work Stress, and Organisational Commitment Towards Gen Z's Turnover Intention

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**Abstract:** This study examines the factors influencing turnover intention among Generation Z employees in Pangkalpinang, focusing on the roles of compensation, technology use, work stress, and organizational commitment. The rise of turnover among younger employees has created organizational instability, making it crucial to understand the determinants that shape their decision to remain or leave. Using a quantitative approach, data were collected from 110 Gen Z employees through a structured Likert-scale questionnaire, and the relationships among variables were analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM). The findings show that work stress has a strong positive and significant effect on turnover intention, indicating that heightened psychological pressure directly increases employees' desire to leave. Compensation and technology use significantly increase organizational commitment, yet neither variable shows a direct effect on turnover intention. Furthermore, organizational commitment does not mediate the influence of compensation, technology use, or work stress on turnover intention, suggesting that commitment is not a decisive psychological mechanism for employee retention among Generation Z. The study highlights the need for organizations to prioritize stress management, digital support systems, and workplace well-being strategies to reduce turnover. Future research is recommended to examine additional psychological and contextual variables that may better explain retention among younger workers.

**Keywords:** compensation, technology use, work stress, organizational commitment, turnover intention, generation Z.

## 1. INTRODUCTION

Rapid changes in the world of work in the digital age have had a major impact on human resource dynamics, especially among Generation Z, who are now entering the job market with characteristics, orientations and expectations that differ from previous generations. This generation, which has grown up alongside technological advancements, is synonymous with values such as flexibility, autonomy, and the search for meaning in work. As a result, organisations are required to adapt their employee management strategies with a more modern approach that is responsive to their psychological needs and digital preferences. The phenomenon of increasing turnover intention among Gen Z has become a crucial issue for many organisations, as its impact not only affects team stability and productivity but also increases the recruitment and training costs that companies must bear. In this context, understanding the factors that drive the desire to change jobs among the younger generation is of strategic urgency for the sustainability of organisations, especially in industrial sectors that depend on a young workforce with high adaptability.

Previous studies have shown that compensation factors, technology use, and work stress play an important role in shaping employee satisfaction and work behaviour. Studies on compensation often emphasise its role in increasing satisfaction and loyalty, but these findings are not always consistent, especially among generations that tend to evaluate work not solely from a financial perspective, but also in terms of experience and opportunities for self-development. Research related to technology use also shows mixed results; some studies emphasise that modern technology increases employee efficiency and engagement, while others show that technology can actually trigger technostress, which has a negative impact on well-being and retention intentions. On the other hand, work stress is consistently identified as one of the main triggers of increased turnover intention, although its influence can vary depending on the level of organisational support, job characteristics, and individual psychological resilience. The differences and controversies in these research findings highlight the need for more comprehensive and contextual studies, particularly on Generation Z, who exhibit unique work behaviours that are not fully explained by classical management theories.

Research on factors influencing turnover intention has grown rapidly in line with changes in workforce characteristics and digital transformation in organisations. Theoretically, compensation, technology use, and work stress emerge as the three main constructs that are often tested as antecedents of employee turnover intention. Compensation is understood as all forms of rewards for employee contributions—both financial and non-financial—that serve as sources of motivation and work legitimacy (Hasibuan, 2019). In the context of Generation Z, compensation is no longer just about salary; elements of flexibility, development opportunities, and recognition are part of a compensation package that psychologically fosters satisfaction and attachment to the organisation (Nami & Prianthara, 2024; Wilujeng & Prawitowati, 2025). Empirical evidence shows a positive relationship between adequate compensation and organisational commitment, and through this channel, it is expected to reduce turnover intention, although the direct effect of compensation on turnover intention is sometimes weak or inconsistent (Hidayati & Rahmawati, 2021; Laksmana & Kristanto, 2023).

The use of technology as a second construct has two sides: on the one hand, technology increases efficiency, ease of work, and employee engagement—especially for digital natives such as Gen Z—thereby strengthening positive perceptions of the organisation (Davis, 1989; Constantinides & Quercia, 2022). On the other hand, poor technology integration or excessive demands for technology use can lead to technostress, information overload, and feelings of being monitored, which increase psychological workload (Thakur & Saxena, n.d.; Bao et al., 2024). Empirical literature confirms that appropriate technology use correlates positively with organisational commitment and retention, but if not managed healthily, technology can actually trigger turnover intention through the technology stressor pathway (Putra & Dewi, 2022; Mahlasela & Chinyamurindi, 2020).

Work stress is the third most consistent construct related to turnover intention: when job demands exceed individual resources, stress responses arise and reduce satisfaction and loyalty, thereby increasing the likelihood of job turnover (Robbins & Judge, 2019). Among Generation Z, tolerance for highly stressful work environments is relatively low, so the effect of stress on turnover intention tends to be strong (Afiani & Widawati, 2025; Yuniasanti et al., 2024). However, some studies also highlight the complexity of this relationship—for example, that organisational commitment, job satisfaction, or managerial support can mitigate the impact of stress, making the stress→turnover relationship more nuanced depending on the organisational context (Santosa, 2020; Ramadhani et al., 2025).

Organisational commitment, defined according to affective, normative, and continuance dimensions (Meyer & Allen, 1991), is often proposed as a mediating mechanism linking working conditions (compensation, technology, stress) with turnover intention. Conceptually, fair compensation and supportive technology are expected to enhance affective and continuance commitment, thereby reducing the probability of turnover; conversely, high work stress is expected to decrease commitment and increase turnover intentions. Empirical literature supports some of these aspects: many studies find that compensation and technology use have a positive effect on commitment (Mukarrom et al., 2017; Devi & Haque, 2023; Elshifa et al., 2020), while findings on the mediating role of commitment are heterogeneous—some studies find significant mediation and others do not—indicating the need for contextual testing in Gen Z populations (Nur et al., 2024; Matondang et al., 2023).

Despite the extensive body of research examining compensation, technology use, work stress, organisational commitment, and turnover intention, several critical gaps remain in the current literature. First, most existing studies still focus on mixed generational samples or older employee groups, while empirical evidence that specifically targets Generation Z as an independent analytical unit remains limited. This is problematic, as Generation Z is characterised by distinct work values, higher career mobility, stronger emphasis on psychological well-being, and different responses to organisational practices compared to previous generations. Second, prior studies largely emphasise the direct effects of compensation and organisational commitment on turnover intention, with relatively less attention given to the dominant role of psychological stress in shaping turnover behaviour among young employees. These gaps indicate that the existing literature has not yet provided a complete explanation of the determinants of turnover intention among Generation Z employees. Therefore, this study is necessary to address these unresolved issues by offering empirical evidence from a specific generational and socio-economic context, as well as by testing an integrated model that captures both organisational and psychological drivers of turnover intention. The findings are expected to enrich the turnover literature and provide more context-sensitive insights for human resource management practices.

Although this study builds upon established theories and prior empirical findings regarding compensation, technology use, work stress, organisational commitment, and turnover intention, its novelty lies in the generational and contextual re-interpretation of these relationships. Unlike many previous studies that predominantly focus on mixed generational samples or senior employees, this research specifically targets Generation Z employees in a developing urban context. The findings reveal a distinctive behavioural pattern in which compensation and technology use do not directly suppress turnover intention, and organisational commitment fails to act as a mediating mechanism, contrary to dominant theoretical expectations. Instead, work stress emerges as the most decisive determinant of turnover intention. This unique configuration of relationships highlights a generational shift in work values, where psychological well-being and manageable work demands outweigh traditional retention mechanisms. Therefore, this study does not merely replicate earlier research but

extends the turnover literature by demonstrating how established models operate differently within the Generation Z workforce in a specific socio-economic setting.

## **2. LITERATURE REVIEW**

### **2.1 Compensation**

Compensation is one of the main determinants of employee work behaviour because it encompasses all forms of financial and non-financial rewards given by organisations in return for employee contributions (Hasibuan, 2019). For Generation Z, compensation includes not only salary and benefits, but also work flexibility, opportunities for self-development, and recognition for performance. The literature shows that a fair and transparent compensation system can increase employee satisfaction and loyalty, reduce perceptions of unfairness, and decrease turnover intention. Various empirical studies reinforce this view. Hidayati and Rahmawati (2021) found that compensation has a significant effect on reducing turnover intention. Rahman (2020) showed that satisfaction with compensation is a determinant of loyalty. However, in the context of Gen Z, the direct effect of compensation on turnover intention is not always consistent; some studies have found an insignificant negative relationship. Recent research indicates that compensation plays a role in strengthening satisfaction and perceptions of psychological safety, which serve as protection against stress and turnover intentions (Nami & Prianthara, 2024; Riamanda et al., 2025). Thus, compensation is viewed as a fundamental factor that can increase organisational commitment and influence turnover intentions, both directly and indirectly.

### **2.2 Use of Technology**

The use of technology in the workplace has become an integral aspect of modern organisations, especially with the rise of digitalisation and the integration of artificial intelligence. Generation Z is known to be highly tech-savvy and expects a digital-based work environment that is efficient, fast, and flexible. Based on the Technology Acceptance Model (TAM), perceptions of the ease and usefulness of technology determine the level of employee acceptance of that technology (Davis, 1989). When technology simplifies work, increases productivity, and reduces administrative burdens, positive perceptions of the organisation will increase. However, the literature also shows another side to the use of technology, namely technostress, which arises from the demands of excessive use of digital systems. The study by Thakur and Saxena (n.d.) shows that technostress increases work stress and triggers turnover intention. Research by Bao et al. (2024) found that technostress affects turnover intentions through a decrease in work engagement. Additionally, technology can cause workload overload and a feeling of being monitored, which increases the tendency to leave (Mahlasela & Chinyamurindi, 2020). Conversely, when technology use is supported by the organisation through adequate training and infrastructure, technology can actually increase commitment and retention (Jiang et al., 2025; Esposito et al., 2025). Thus, the influence of technology on turnover intention and organisational commitment is highly dependent on the quality of implementation and organisational support.

### **2.3 Work Stress**

Work stress is a psychological and physical response that arises from an imbalance between job demands and an individual's ability to manage them (Robbins & Judge, 2019). High stress can reduce motivation, satisfaction, and loyalty to the organisation, and is one of the most consistent factors in increasing turnover intention. Research on Generation Z shows that this group has low tolerance for inflexible and stressful work environments, making them more likely to experience turnover intentions when stress increases (Afiani & Widawati, 2025; Yuniasanti et al., 2024). Situational factors such as high workloads, digital demands, and job uncertainty further exacerbate the pressure

felt. However, the literature also notes factors that can moderate the impact of stress. Managerial support, positive work culture, and work-life balance have been shown to reduce the effect of stress on turnover intention (Ramadhani et al., 2025). Nevertheless, some studies reveal more complex relationships; for example, in certain contexts, work stress can actually increase commitment if employees perceive the pressure as meaningful or supported by organisational structures (Ateeq et al., 2024; Arcite, 2025). Thus, work stress remains a relevant construct that needs to be examined to understand Gen Z employees' exit behaviour.

## **2.4 Organisational Commitment**

Organisational commitment is defined as the emotional, normative, and continuance commitment of employees to the organisation (Meyer & Allen, 1991). The literature shows that commitment is one of the main psychological factors that reduce turnover intention, because employees who have a strong sense of commitment tend to stay even when faced with pressure. Various studies confirm that commitment influences the relationship between external factors—such as compensation, organisational culture, technology, and workload—and performance and turnover intentions (Nur et al., 2024; Mustika & Maksum, 2025; Soleha & Musoli, 2024). Other studies show that commitment plays a mediating role in the relationship between employee well-being, budget participation, and job satisfaction on performance and retention (Irianto et al., 2025; Matondang et al., 2023). However, the effect of commitment is not always strong; excessive workload or a negative work environment can potentially reduce commitment, thereby weakening or negating the mediating effect. Nevertheless, commitment is still considered a key variable in understanding the psychological mechanisms that link various work conditions to employees' decisions to stay or leave.

## **2.5 Compensation, Technology Use, and Organisational Commitment**

The relationship between compensation and employee attitudes is commonly explained through Social Exchange Theory and Equity Theory. From a social exchange perspective, fair and competitive compensation signals organisational recognition and reciprocity, which should foster stronger organisational commitment and reduce the desire to leave. Equity Theory further suggests that employees continuously compare the ratio between their inputs (e.g., effort, skills, performance standards fulfilled as described by Kadarman, 2012) and outcomes (e.g., pay, benefits, career opportunities) with those of relevant others. Perceived inequities in this exchange may trigger dissatisfaction, psychological withdrawal, and ultimately higher turnover intention. In the context of Generation Z, however, compensation often functions as a basic hygiene factor rather than a sole determinant of retention, as younger employees tend to value flexibility, meaningful work, and personal development opportunities alongside financial rewards.

Technology use in the workplace is frequently conceptualised through the Technology Acceptance Model (TAM) and the Unified Theory of Acceptance and Use of Technology (UTAUT). These frameworks highlight perceived usefulness and perceived ease of use as key determinants of technology adoption, which indirectly influence job satisfaction, performance, and commitment. When digital tools are well-designed and aligned with performance standards (Kadarman, 2012), they can reduce unnecessary workload, facilitate communication, and enhance efficiency, thereby supporting organisational commitment. However, if technology introduces additional demands—such as constant connectivity, digital surveillance, or information overload—it can also contribute to techno-stress and undermine well-being. For Generation Z, who are digital natives, technology is both an enabler and a potential stressor, making its net effect on commitment and turnover intention an empirical question that this study seeks to clarify.



## **2.6 Work Stress, Organisational Commitment, and Turnover Intention**

The link between work stress and turnover intention is often framed within the Job Demands–Resources (JD–R) model and transactional models of stress. The JD–R model posits that high job demands—such as strict performance standards, heavy workloads, or high time pressure consume employees’ energy and lead to strain, while job resources help buffer these negative effects. In line with Kadarman’s (2012) notion of performance standards, when the demands associated with meeting such standards are not matched by adequate resources (e.g., support, autonomy, or technology that genuinely facilitates work), employees are more likely to experience burnout symptoms and develop a stronger intention to leave. This mechanism is particularly salient for Generation Z, who typically place a high value on mental health and are less willing to tolerate chronic stress at work.

Organisational commitment is predominantly explained by Meyer and Allen’s (1997) three-component model, which differentiates between affective, continuance, and normative commitment. Affective commitment reflects emotional attachment to the organisation, continuance commitment relates to perceived costs of leaving, and normative commitment concerns feelings of obligation to stay. Prior studies suggest that higher levels of affective commitment are associated with lower turnover intention, whereas weak commitment increases the likelihood of voluntary exit. Classic turnover models, such as those proposed by Mobley (1977) and later refinements, describe turnover intention as an immediate antecedent of actual turnover, capturing employees’ cognitive evaluation and behavioural tendencies to search for alternative jobs. By integrating Kadarman’s (2012) performance standards with stress, commitment, and turnover theories, this study develops a theoretical framework in which work stress is expected to be the strongest driver of turnover intention among Generation Z employees, while compensation and technology use are hypothesised to influence turnover primarily through their impact on organisational commitment.

Based on the theories and empirical findings discussed, the relationship between variables can be explained through a conceptual framework that maps how compensation, technology use, and work stress affect turnover intention directly and indirectly through organisational commitment. Theoretically, optimal compensation and technology use are predicted to increase organisational commitment, while work stress is expected to decrease commitment. At the same time, these three variables are assumed to have a direct influence on turnover intention, with work stress being the strongest predictor. This framework places organisational commitment as a mediator that bridges the antecedent effect on turnover intention, reflecting the psychological mechanism that functions as a reinforcement or retention barrier among Gen Z employees.

Based on the theoretical basis and conceptual framework, the research hypothesis was developed as follows:

*H1: Compensation affects turnover intention.*

*H2: Technology use affects turnover intention.*

*H3: Work stress positively affects turnover intention.*

*H4: Compensation positively affects organisational commitment.*

*H5: Technology use positively influences organisational commitment.*

*H6: Work stress negatively influences organisational commitment.*

*H7: Organisational commitment mediates the influence of compensation, technology use, and work stress on turnover intention.*

### **3. RESEARCH METHOD**

This study employs a quantitative explanatory research design using a cross-sectional survey approach and is analysed with Structural Equation Modelling (SEM). The explanatory design is selected because the primary objective of this research is not merely to describe phenomena, but to test causal relationships among latent variables, namely compensation, technology use, work stress, organisational commitment, and turnover intention among Generation Z employees. SEM is particularly appropriate for this purpose because it allows the simultaneous examination of multiple relationships between constructs, including both direct and indirect (mediating) effects, while also accounting for measurement errors at the indicator level. The cross-sectional design is considered suitable given the dynamic nature of Generation Z's early career stage and the practical constraints of data collection within organisational settings, enabling the capture of respondents' perceptions at a specific point in time in a cost-effective and efficient manner.

#### **3.1 Research Design, Sample, and Data Collection**

The research population comprised Generation Z employees in Pangkalpinang City working in various industrial sectors, with respondents aged 18–30 years and having at least six months of work experience. Respondents were selected using purposive sampling to ensure that the sample characteristics were in line with the research objectives. A total of 110 respondents were involved, in accordance with the minimum sample size requirements for PLS-SEM analysis. The research tool was a closed questionnaire with a five-point Likert scale, covering the constructs of compensation, technology use, work stress, organisational commitment, and turnover intention. All questionnaire items were adapted from tested and validated instruments, so that the measurement method could be replicated by subsequent researchers.

In this study, turnover is not interpreted as an actual resignation behaviour but as turnover intention, which reflects the psychological tendency of Generation Z employees to consider leaving their current organisation. This construct is particularly relevant for Gen Z, who are widely characterised by higher job mobility, lower organisational attachment, and stronger preferences for work–life balance, meaningful work, and digital work environments. Therefore, turnover intention in this research is operationalised as an individual's subjective evaluation of the likelihood of leaving the organisation in the near future, measured through indicators of intention to search for another job, desire to resign, and perceived lack of long-term organisational commitment. This conceptualisation is consistent with contemporary turnover literature, which positions turnover intention as the most immediate and valid predictor of actual turnover behaviour, especially among young workforce cohorts.

#### **3.2 Instruments and Measurement**

Before being used in data collection, the questionnaire was tested on 20 respondents to ensure the clarity of the language and the level of understanding of each item. Data collection was conducted online through a digital survey platform that facilitated distribution to Gen Z employees in various sectors. All data obtained was anonymous and kept confidential, given that the privacy rights of respondents are an important part of research ethics procedures. All research materials, including questionnaires, indicator specifications, and technical guidelines for data processing, can be provided to readers who need them for replication purposes. There are no restrictions on access to research materials, and all numerical data can be shared upon request.

#### **3.3 Data Analysis**

Data analysis was conducted using Partial Least Squares Structural Equation Modelling (PLS-SEM) techniques through SmartPLS version 4 software. This method was chosen based on the

characteristics of the study, which involved complex structural models, latent variables, and a relatively small sample size. The analysis was conducted in two main stages, namely testing the measurement model (outer model) and testing the structural model (inner model). Construct validity and reliability were evaluated using factor loading values, Average Variance Extracted (AVE), Cronbach's Alpha, and Composite Reliability. Furthermore, testing the relationship between variables was conducted using the bootstrapping resampling procedure to obtain stable parameter estimates. Path coefficients, T-statistics, and P-values were used as the basis for decision-making regarding hypotheses. All analysis protocols, including model settings, data processing syntax, and bootstrapping parameters, can be replicated by copying the configuration used in this study. With this detailed and transparent presentation of methods, it is hoped that the study can be replicated by other researchers or further developed in different contexts. All materials, data, and procedures used are available to be shared with readers for academic purposes, and there are no restrictions on access to research information.

#### 4. RESULTS

The demographic profile of respondents, as shown in Table 1, indicates a relatively balanced gender composition, with 52 male respondents (47.3%) and 58 female respondents (52.7%). In terms of age, the majority of respondents are in the 22–25 years group (49.1%), followed by those aged 18–21 years (29.1%) and 26–28 years (21.8%). This distribution confirms that the sample truly represents the active working population of Generation Z, who are generally in the early phase of their careers and experiencing important career transitions. Regarding educational background, respondents are distributed almost evenly across senior high school graduates (37.3%) and bachelor's degree holders (36.3%), while diploma graduates account for 26.4%. This composition reflects the diversity of educational qualifications typically found among Gen Z employees in entry-level and early professional positions.

With respect to work experience, most respondents have a relatively short length of service, with 44.5% having worked for 1–3 years and 34.5% having less than one year of tenure, while only 21.0% have worked for more than three years. This pattern reinforces the relevance of investigating turnover intention, as early-career employees tend to exhibit higher job mobility and adjustment challenges. In terms of employment sector, the service sector dominates the sample (41.8%), followed by the trade sector (30.9%) and the manufacturing sector (27.3%). The dominance of the service and trade sectors is consistent with the economic structure of urban areas and provides a meaningful context for understanding how compensation, technology use, and work stress operate across different types of work environments among Generation Z employees.

**Table 1.** Respondent Demographic Profile (n = 110)

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	52	47.3
	Female	58	52.7
Age (years)	18–21	32	29.1
	22–25	54	49.1
	26–28	24	21.8
Education Level	Senior High School	41	37.3
	Diploma	29	26.4
	Bachelor's Degree	40	36.3
Length of Service	< 1 year	38	34.5
	1–3 years	49	44.5



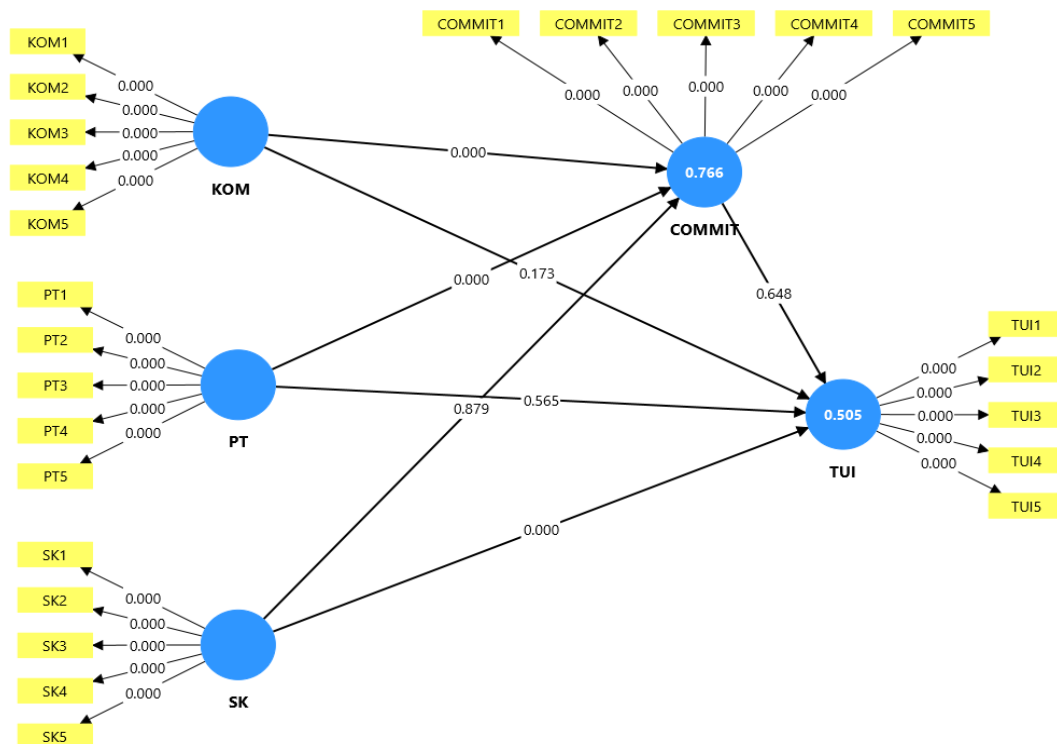
Employment Sector	> 3 years	23	21.0
	Services	46	41.8
	Trade	34	30.9
	Manufacturing	30	27.3
Total		110	100.0

Source: Research data processing (2025)

Prior to testing the structural relationships among constructs, the measurement model was rigorously evaluated to ensure convergent validity and construct reliability. The results indicate that all indicator loadings exceed the minimum acceptable threshold of 0.70, confirming that each indicator adequately represents its respective latent construct. Furthermore, the average variance extracted (AVE) values for all variables are greater than 0.50, demonstrating that each construct explains more than half of the variance of its indicators and thus satisfies the criterion for convergent validity. Construct reliability is also well established, as reflected by Cronbach's Alpha and Composite Reliability values, all of which surpass the recommended cut-off value of 0.70. These findings collectively confirm that the measurement instruments used in this study possess strong internal consistency and fulfill the requirements for convergent validity and reliability, thereby justifying their use for subsequent structural model analysis.

Discriminant validity was evaluated using the Fornell–Larcker criterion by comparing the square root of the average variance extracted (AVE) of each construct with the correlations among constructs. The results show that the square root of AVE for compensation (0.74), technology use (0.76), work stress (0.78), organizational commitment (0.77), and turnover intention (0.81) is higher than their respective inter-construct correlation values. Specifically, the correlation between compensation and technology use is 0.41, between compensation and work stress is –0.38, between work stress and organizational commitment is –0.52, and between work stress and turnover intention is 0.61, all of which are lower than the corresponding diagonal AVE square root values. These findings indicate that each construct shares more variance with its own indicators than with other constructs in the model. Therefore, it can be concluded that the constructs of compensation, technology use, work stress, organizational commitment, and turnover intention are empirically distinct and do not exhibit problematic overlap. The fulfillment of discriminant validity thus confirms the robustness of the measurement model and supports the validity of subsequent structural model testing using SEM.

The results of structural model analysis using PLS-SEM provide a clear picture of the direction and strength of the relationships between the variables in this study, as shown in Figure 1. The path coefficient significance test shows that only work stress has a positive and significant effect on turnover intention with a coefficient value of 0.683, a T-statistic of 8.751, and p-value of 0.000. This finding indicates that increased psychological pressure and workload on Gen Z employees has a direct tendency to increase their desire to leave the organisation. Meanwhile, organisational commitment was not found to have a significant effect on turnover intention, as seen from the coefficient of –0.090 with a p-value of 0.648, which indicates that high or low organisational commitment does not significantly deter the intention to change jobs among this group of respondents. The conceptual framework illustrating the relationships between variables is shown in Figure 1.



**Figure 1.** Hypothesis Testing with Bootstrapping  
Source: Research data processing (2025)

In terms of compensation variables, the results show a significant effect on organisational commitment with a coefficient of 0.442 and a p-value of 0.000. However, compensation does not have a significant effect on turnover intention with a p-value of 0.173. The same pattern is observed in the use of technology, which shows a significant effect on organisational commitment (coefficient 0.500; p-value 0.000), but does not directly affect turnover intention (p-value 0.565). This condition confirms that both compensation and technology play a greater role in strengthening employee attachment to the organisation, but are unable to directly reduce their desire to leave.

In addition, as shown in Table 2, work stress did not show a significant relationship with organisational commitment, with a p-value of 0.879, indicating that the psychological burden and work pressure experienced by Gen Z employees did not imply a decrease in their sense of attachment to the organisation. Further analysis of the mediating effect shows that organisational commitment does not mediate the relationship between compensation, technology use, and work stress on turnover intention, as evidenced by all mediation p-values being above 0.05. Thus, organisational commitment does not play a role as a bridge in reducing the influence of these variables on Gen Z employees' intention to leave. The results of the analysis of the relationship between the variables are shown in table:

**Table 2.** Path Coefficients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
commit -> tui	-0.090	-0.073	0.198	0.456	0.648
kom -> commit	0.442	0.441	0.101	4.371	0.000
kom -> tui	0.259	0.239	0.190	1.361	0.173
pt -> commit	0.500	0.498	0.097	5.172	0.000

pt -> tui	-0.064	-0.062	0.111	0.576	0.565
sk -> commit	-0.007	-0.008	0.048	0.152	0.879
sk -> tui	0.683	0.684	0.078	8.751	0.000
kom -> commit	-0.040	-0.028	0.089	0.448	0.655
-> tui					
pt -> commit -> tui	-0.045	-0.040	0.102	0.442	0.659
sk -> commit -> tui	0.001	-0.001	0.010	0.065	0.948

Source: Research data processing (2025)

## 5. DISCUSSION

The findings of this study provide a fresh perspective on the work dynamics of Generation Z, who have different preferences, orientations, and behaviour patterns compared to previous generations. The main result, which shows that work stress is the strongest predictor of turnover intention, confirms that psychological pressure is the most significant factor influencing the decision to change jobs. Generation Z is known to be highly sensitive to unhealthy work environments and tends to leave rather than remain in stressful situations. These findings are consistent with the results of research by Jumani and Putra (2024) and Yuniasanti et al. (2024), which confirm that work stress among young people directly contributes to an increased intention to leave their jobs.

The findings of this study reveal that work stress has a significant positive effect on turnover intention among Generation Z employees. This result is consistent with several previous studies reported in the literature review, which demonstrate that excessive workload, psychological pressure, and emotional exhaustion are strong predictors of employees' intention to leave their jobs (e.g., Karatepe & Uludag, 2008; Cheng & Yi, 2018; Pradana & Kristanto, 2023). In the context of Generation Z, this relationship becomes even more pronounced because young employees tend to have lower tolerance for prolonged psychological strain and place higher value on mental well-being and work-life balance. The consistency between the present findings and prior empirical evidence strengthens the external validity of this study and confirms that work stress remains a dominant determinant of turnover intention across different generational cohorts.

In contrast, compensation and technology use were found to have no direct effect on turnover intention, although both variables significantly influence organizational commitment. This finding partially supports and partially diverges from earlier studies discussed in the literature review. For instance, while some studies suggest that competitive compensation directly reduces turnover intention (e.g., Milkovich et al., 2014; Putri & Wibowo, 2022), the present study shows that for Generation Z, compensation operates more indirectly by enhancing psychological attachment to the organization. A similar pattern is observed with technology use. Consistent with Venkatesh et al. (2012) and recent digital workplace studies, technology facilitates efficiency and work convenience, which in turn strengthens organizational commitment. However, it does not automatically suppress turnover intention, indicating that technological support alone is insufficient to retain Gen Z employees when psychological stress remains high.

On the other hand, compensation and technology use have been shown to significantly increase organisational commitment, illustrating that both factors remain important in strengthening positive perceptions of the organisation. For Gen Z, compensation is not only meaningful financially, but also as a form of recognition that shows that their contributions are valued. This is in line with the findings of Suhardi and Oktari (2024), who state that fair compensation can increase a sense of belonging to the organisation. However, the fact that compensation does not directly affect turnover intention reflects a change in the work values of this generation, where money is not the only factor determining their decision to stay.

The use of technology that has been proven to increase organisational commitment illustrates that Gen Z requires a modern, efficient work environment that is in tune with their digital rhythm. Good technology creates a sense of comfort and makes it easier for them to do their jobs. However, like compensation, technology also has no direct influence on turnover intention, indicating that although technology is important in assessing the quality of the workplace, the decision to change jobs is more determined by psychological aspects and emotional well-being.

The finding that organisational commitment does not significantly influence turnover intention is important because it indicates that traditional loyalty to the organisation is no longer a retaining factor for Gen Z. They tend to move based on the search for better experiences, a more supportive work environment, and broader development opportunities. This indicates a shift in the employee retention paradigm, where organisations can no longer rely on structural commitment but must focus on creating meaningful work experiences that are conducive to psychological well-being.

The insignificant role of organisational commitment mediation in the relationship between compensation, technology, and work stress on turnover intention reinforces the finding that commitment is not the main determinant of Gen Z's decision to stay. Situational factors such as stress and quality of work experience are better able to explain turnover dynamics. This signals that effective retention strategies should focus on stress management, wellness programmes, emotional support, work flexibility, and compensation and technology systems that support the productivity and work style of the younger generation. Overall, the findings of this study confirm that retaining Gen Z employees is not just a matter of providing compensation or the latest technology, but about creating a healthy, supportive work environment that is capable of managing their psychological stress. Companies must shift their retention approach from structural loyalty to well-being and authentic work experiences. By understanding these characteristics, organisations can design more relevant, adaptive human resource management strategies that are capable of maintaining workforce sustainability in today's competitive era.

Furthermore, organizational commitment was found not to mediate the relationship between compensation, technology use, work stress, and turnover intention. This result contrasts with several prior studies cited in the literature review (e.g., Meyer & Allen, 1997; Sopiah, 2019), which reported a significant mediating role of commitment. The absence of a mediating effect in the present study suggests a distinctive behavioural pattern of Generation Z employees, who may perceive commitment as a flexible and situational construct rather than a long-term psychological bond. This generational characteristic implies that even when commitment is relatively high, Gen Z employees may still exhibit a strong intention to leave when faced with excessive stress or unmet career expectations. Therefore, the present study extends existing literature by highlighting the unique dynamics of commitment and turnover intention within the Generation Z workforce.

## **6. CONCLUSIONS**

The results of this study confirm that work stress is the strongest factor influencing turnover intention among Generation Z employees, while compensation and technology use do not have a direct effect on their desire to leave the organisation. Both variables have been shown to increase organisational commitment, but this increase in commitment is not strong enough to reduce turnover intention. Furthermore, organisational commitment does not act as a mediator in the relationship between compensation, technology use, and work stress on turnover intention, meaning that Gen Z employees' decisions to stay are determined more by their work experience and psychological conditions than by their formal attachment to the company. Nevertheless, this study has several limitations that should be acknowledged. First, the research uses a cross-sectional design and relies on self-reported questionnaire data collected at a single point in time, so causal inferences must be

interpreted cautiously and the results may be affected by common method bias and social desirability. Second, the sample is limited to 110 Generation Z employees in Pangkalpinang selected through non-probability purposive sampling across various sectors, which restricts the generalisability of the findings to other regions, generations, or industries with different cultural and organisational characteristics. Third, the model only includes four main constructs—compensation, technology use, work stress, and organisational commitment—so it does not capture other potentially important psychological and contextual determinants of turnover intention, such as job satisfaction, work–life balance, organisational culture, leadership style, or supervisor support. Future research is therefore recommended to employ longitudinal or panel designs to track changes in work stress, commitment, and turnover intention over time; to use larger and more diverse samples across cities, industries, and generational cohorts; and to integrate additional mediating and moderating variables (e.g., job satisfaction, work engagement, perceived organisational support, work–life balance, and digital well-being) to obtain a more comprehensive explanation of Gen Z retention. Subsequent studies could also adopt mixed-method approaches by combining quantitative surveys with qualitative interviews or focus group discussions to explore in greater depth how young employees subjectively interpret stress, technology use, and meaning at work. Finally, future research may compare different job segments or specific industries, and experimentally or quasi-experimentally test the effectiveness of organisational interventions—such as stress management programmes, flexible work arrangements, and supportive digital infrastructures—in reducing turnover intention among Generation Z employees.

## **IMPLICATIONS FOR RESEARCH**

The results of this study provide a number of strategic implications for organisations in managing and retaining Generation Z employees. The finding that work stress is the most dominant factor driving turnover intention suggests that organisations need to redesign work and task load management to be more realistic, flexible, and mentally healthy. Managers need to build work systems that reduce excessive pressure through proportional work distribution, supportive communication, and regular workload monitoring mechanisms. In addition, although compensation and the use of technology do not directly reduce turnover intention, both have been proven to increase organisational commitment. Therefore, companies need to ensure a fair, transparent, and performance-based compensation system, while providing relevant technological facilities that facilitate work. Investment in modern technology must be accompanied by adequate training so that employees do not experience technostress. Organisations also need to design self-development programmes, hybrid or flexible work systems, and continuous learning opportunities to meet Gen Z's orientation towards career development. By combining a psychological well-being approach and a meaningful work experience, companies can build a more resonant work environment for the younger generation and reduce turnover rates more effectively.



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