

Do Job Resources Reduce Turnover Intention through Employee Engagement among Generation Z

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ABSTRACT

Aims

This study aims to examine the effect of job resources on turnover intention and to investigate the mediating role of employee engagement among Generation Z employees in the retail and service sectors.

Design/Methodology/Approach

Using a quantitative approach, data were collected from 158 Generation Z employees in Surabaya through an online questionnaire and analysed using Partial Least Squares Structural Equation Modeling (PLS-SEM).

Findings

The findings reveal that job resources have a significant positive effect on employee engagement but do not directly affect turnover intention. Employee engagement significantly reduces turnover intention and serves as a significant mediator in the relationship between job resources and turnover intention. These results indicate that job resources contribute to employee retention primarily by enhancing employee engagement rather than through a direct mechanism.

Research Limitations/Implications

The study is limited to Generation Z employees in the retail and service sectors, which may restrict the generalisability of the findings to other industries and generations. Practically, organizations should focus on strengthening job autonomy, supervisory support, and performance feedback to foster employee engagement and reduce turnover intention.

Originality / Value

This study contributes to the Job Demands-Resources (JD-R) literature by providing empirical evidence of the mediating role of employee engagement in explaining employee retention among Generation Z workers in the retail and service context.

Introduction

The contemporary business environment, shaped by technological disruption, uncertainty, and competitive challenges, has positioned turnover intention as a significant strategic concern for human resource management. Employees are increasingly regarded as valuable organizational assets that strengthen competitive advantage by optimizing business performance and operational effectiveness [1]. A rapidly evolving business environment, including the expansion of remote work practices and the scarcity of skilled labor, has further intensified organizational attention to employees' intentions to leave their jobs [2]. This phenomenon has become increasingly relevant with the growing dominance of Generation Z in the workforce.

In Indonesia, Generation Z (born between 1997 and 2012) represents the largest demographic group, comprising approximately 74.93 million individuals or 27.94% of the total population [3]. Alongside the anticipated demographic dividend toward 2030, this cohort is projected to become the primary driver of the national labor market. However, research findings reveal that work-life balance is a major priority for Generation Z, particularly regarding flexible working arrangements and employee wellness. In addition, Generation Z employees tend to seek intrinsic satisfaction from their jobs and view work-life balance as an important determinant of retention and job satisfaction [4].

Existing studies increasingly highlight that Generation Z is characterized by relatively higher levels of turnover intention compared with earlier generations of employees [5]. This condition is particularly pronounced in the retail and service sectors, including the food and beverage (FnB) industry, which structurally tends to experience high turnover rates. In the United States, turnover rates range from 60% to 120% annually, while in Indonesia they range from 11% to 38% [6], with an average of 30% to 50% across Asia. A global survey by [7] reports that only 23% of Generation Z employees remain in their jobs for more than five years, while 40% plan to leave within two years. These findings are reinforced by [8], which shows that 73% of young professionals consider changing jobs within 12 months, primarily due to low job satisfaction and limited career development opportunities.

The retail and service sectors provide a particularly relevant context due to the nature of work, which is typically routine, standardized, and characterized by high performance demands but limited autonomy [9]. Such conditions may generate job stress and discomfort, thereby increasing employees' intention to leave, particularly when not balanced with adequate job resources [10]. An imbalance between job demands and job resources can reduce employee engagement and subsequently increase turnover intention.

Conceptually, turnover intention is influenced by various factors, including job dissatisfaction, compensation, and the work environment [11], as well as the pursuit of better career opportunities [12]. Its impact extends beyond recruitment and retraining costs to affect the overall operational stability of organizations [13]. In the context of Generation Z in Indonesia, [14] demonstrate that emotional exhaustion, job satisfaction, and employee engagement are significantly associated with turnover intention.

Employee engagement has emerged as one of the most important psychological constructs in contemporary human resource management research. It refers to a positive and fulfilling work-related state characterized by vigor, dedication, and absorption, reflecting employees' emotional, cognitive, and behavioral investment in their work [17]. Within the Job Demands–Resources (JD-R) framework, employee engagement is regarded as a key motivational outcome generated by the availability of job resources. Employees

who perceive adequate organizational support, autonomy, and constructive feedback are more likely to develop stronger engagement, which subsequently influences important organizational outcomes, including performance, commitment, and retention. Therefore, employee engagement is particularly relevant as a mediating mechanism that explains how job resources may ultimately affect employees intention to remain with or leave an organization.

The Job Demands–Resources perspective defines job resources as aspects of the work environment that assist employees in achieving goals, decreasing job strain, and enhancing individual growth [15]. This is particularly relevant for Generation Z, who tend to value job autonomy, supervisor assistance, and regular feedback due to their strong orientation toward flexibility and personal advancement [16]. These factors have been shown to enhance employee engagement, which is characterized by vigor, dedication, and absorption [17], and to contribute to the reduction of turnover intention. The others factor is learning agility as a strategies to thrive in a competitive industry [18].

Despite extensive research on the relationships between job resources, employee engagement, and turnover intention, several limitations remain in the literature. [19] identifies the significant role of job resources in enhancing engagement and reducing turnover intention; however, the study is limited to specific industry contexts. Similarly, [20] highlight the role of personality and self-efficacy but do not specifically examine Generation Z or the mediating role of employee engagement. The concept of employee engagement is important in conceptualizing and determining the role of human capital in organizational performance [21].

Previous research findings indicate that the role of employee engagement in influencing turnover intention remains fragmented, particularly within the service and retail industry contexts. Therefore, this study is necessary to provide a deeper understanding of how organizations in the service and retail sectors can make more effective managerial decisions by considering the unique characteristics of Generation Z employees.

In practical terms, this study provides organizations with strategic insights into how job resources can be utilized to enhance employee engagement and lower turnover intention among Generation Z employees. Organizational initiatives such as flexible work practices, supportive supervision, and continuous feedback systems are likely to be effective in achieving these outcomes.

Literature Review and Hypothesis Development

The JD-R framework explains that job resources serve as crucial workplace factors that alleviate the negative effects of job demands while simultaneously enhancing employees intrinsic motivation [22]. A substantial body of empirical research consistently demonstrates that job resources, such as job autonomy, supervisory support, and performance feedback, are positively associated with employee engagement and negatively associated with turnover intention. However, previous studies have reported inconsistent findings regarding the magnitude and mechanisms of these relationships. Several studies have found that job resources directly reduce turnover intention by increasing employees motivation and attachment to the organization [19]. In contrast, other studies suggest that the relationship is indirect and depends on intervening psychological factors, such as self-efficacy, work engagement, or organizational commitment [20]. Furthermore, some studies report that certain job resources have stronger effects than others depending on industry characteristics, workforce

composition, and generational differences. These inconsistencies indicate that the influence of job resources on employee outcomes may not operate uniformly across contexts, highlighting the need for further investigation into the mechanisms through which job resources affect turnover intention.

The significance of job resources becomes more evident in the case of Generation Z, as they typically demonstrate greater expectations for flexibility, interpersonal support, and opportunities for career progression compared to older generations [7], [16]. Existing studies, however, predominantly examine job resources across generational cohorts, thereby overlooking the unique preferences and behavioral tendencies of generation Z. Given that Generation Z is more prone to disengagement when their expectations are unmet [2] the availability of job resources may serve as a critical determinant in reducing turnover intention. Therefore, the direct relationship between job resources and turnover intention remains relevant to be examined within a more specific generational context.

H1: Job resources have a negative effect on turnover intention.

The literature further explains that the impact of job resources on workplace outcomes is often transmitted through psychological mechanisms, particularly employee engagement. As emphasized by [17], job resources are important predictors of engagement since they help fulfill psychological needs related to autonomy, competence, and relatedness. This argument is supported by [19], demonstrated that autonomy in work and support from supervisors significantly improve employee engagement. Nevertheless, [20] highlighted that different forms of job resources may not produce equally strong influences on engagement because of variations in job contexts and personal characteristics. This indicates the need for further empirical examination, particularly within the retail and service sectors, which are characterized by routine tasks and high operational pressures. Generation Z employees often associate meaningful work and personal development with their level of engagement, making job resources especially important for this cohort. When organizations provide adequate support and growth opportunities, engagement levels are likely to improve. Thus, job resources are believed to have a significant positive relationship with employee engagement.

H2: Job resources have a positive effect on employee engagement.

Conversely, employee engagement is commonly regarded as an important factor in lowering turnover intention. [17] and [23] demonstrate that employees with high levels of vigor, dedication, and absorption tend to exhibit stronger affective commitment toward their organizations. However, variations in empirical findings persist, particularly among younger generations. [24] identifies low engagement as a major predictor of turnover intention in Indonesia, whereas other studies suggest that external factors, such as alternative job opportunities, also play a significant role [17]. These mixed findings indicate that, although engagement is a crucial factor, its role requires further investigation within the context of Generation Z, which is characterized by high job mobility. Given that Generation Z places strong emphasis on meaningful work and emotional connection, employee engagement is expected to serve as a critical factor in reducing turnover intention.

Although employee engagement is widely recognized as a key predictor of employee retention, empirical findings remain inconclusive, particularly among younger employees. Previous studies consistently report that engaged employees are less likely to leave their organizations because engagement strengthens emotional attachment and

organizational commitment [17], [23]. However, other studies suggest that younger generations may continue to exhibit turnover intention despite being engaged, particularly when external opportunities, career advancement prospects, or work-life balance expectations are perceived to be more attractive. Such findings imply that the relationship between engagement and turnover intention may vary across generational cohorts. Given the distinctive characteristics of Generation Z, including their preference for meaningful work, flexibility, and rapid career development, further investigation is needed to determine whether employee engagement remains an effective predictor of retention within this group.

H3: Employee engagement has a negative effect on turnover intention.

Moreover, the integration of prior empirical findings suggests that employee engagement functions not only as an outcome but also as a mediating mechanism in the relationship between job resources and turnover intention. According to [19], employee engagement serves as either a partial or full mediator in the relationship between job resources and turnover intention, implying that the impact of job resources is transmitted through psychological processes experienced by employees. However, existing studies have largely focused on specific countries and industries, reducing the generalizability of their conclusions [25]. Moreover, research examining this mediation model in the context of Generation Z remains scarce, particularly in retail and service sectors where work conditions tend to be highly dynamic. Therefore, employee engagement is considered a central mechanism connecting job resources with turnover intention. The availability of job resources is expected to enhance engagement, which in turn reduces employees' intention to leave the organization.

Although previous studies have acknowledged the mediating role of employee engagement in linking job resources to turnover intention, empirical evidence remains limited and inconclusive across different contexts. Most existing studies have been conducted in healthcare, manufacturing, or public-sector organizations, while evidence from retail and service industries remains scarce. Moreover, little is known about whether employee engagement functions as a similar mediating mechanism among Generation Z employees, whose work values and career expectations differ substantially from those of previous generations. Consequently, examining employee engagement as a mediator in the relationship between job resources and turnover intention may provide a more nuanced understanding of employee retention in the context of Generation Z.

H4: Employee engagement mediates the relationship between job resources and turnover intention.

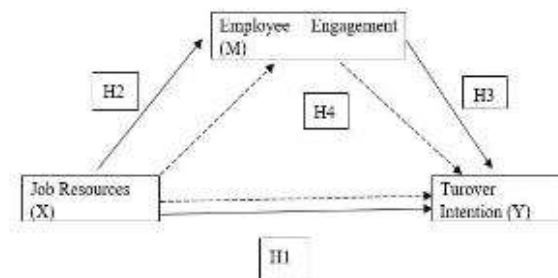


Figure 1 Research Framework
(Source : produced by researchers)

Research Methods

This study adopts a quantitative research approach involving a particular population or sample. Data collection was carried out through research instruments, while the data analysis employed quantitative and statistical techniques to test the formulated hypotheses. Data were collected through a questionnaire-based survey. The distribution process was conducted online via social media and digital platforms such as Google Forms, considering that the respondents belong to Generation Z, who have a high level of adaptability to digital technology.

The sample was selected using a purposive sampling approach. The respondents in this study were Generation Z employees working in the retail and service industries in Surabaya, East Java, Indonesia. A total of 201 responses were initially collected through the online survey. Subsequently, a data screening process was conducted to ensure that all responses met the predefined research criteria. During this stage, 43 responses were excluded because the respondents did not meet the study requirements, particularly those who did not belong to Generation Z, and because some questionnaires contained incomplete responses. After the screening process, 158 valid questionnaires were retained for further analysis, resulting in a usable response rate of 78.61%. The number of respondents meets the assumptions for determining the number of samples based on [1], namely 5-10 times the number of indicators. This proportion indicates that the final dataset was adequate to support the subsequent statistical analysis.

In terms of respondent characteristics, the majority of participants were female (73%), while male respondents accounted for 27%. Based on tenure, most respondents had between one and three years of work experience (89%), reflecting the relatively early career stage typical of Generation Z employees. In terms of age distribution, respondents aged 17–20 years accounted for 13.5%, those aged 21–24 years comprised 39.7%, and respondents aged 25–28 years represented the largest proportion at 46.8%.

This study employed three main variables: job resources, turnover intention, and employee engagement. The job resources variable was measured using three dimensions adopted from [20], namely job autonomy, performance feedback, and supervisory support. Turnover intention was measured using three indicators from [19], namely intention to leave, thinking of quitting the job, actively looking for an alternative job. Meanwhile, employee engagement was assessed using three dimensions, namely physical, emotional, and cognitive engagement, adapted from [19]. Respondents were asked to indicate their perceptions using a Likert scale ranging from strongly disagree to strongly agree.

Data were analyzed using Partial Least Squares-Structural Equation Modeling (PLS-SEM). To ensure the robustness of the measurement model, validity and reliability tests were conducted. Convergent validity was assessed using the Average Variance Extracted (AVE), while discriminant validity was evaluated using appropriate criteria. Reliability was examined through composite reliability (CR) values. Furthermore, structural model analysis was performed to examine the relationships among the variables within the proposed research model.

Result and Discussion

1.) Results

The reliability of the measurement model was assessed using Cronbach's Alpha to evaluate the internal consistency of the indicators used to measure each construct. The results of the reliability assessment are presented in Table 1.

Table 1 Cronbach's Alpha

Variabel	Cronbach's Alpha	Conclusion
Employee engagement	0,830	Reliable
Job resources	0,756	Reliable
Turnover Intention	0,852	Reliable

(Source : Processed Data, 2025)

The Cronbach's Alpha values for all variables exceed the recommended threshold of 0.70, indicating good internal consistency reliability. The employee engagement variable has a Cronbach's Alpha of 0.830, job resources is 0.756, and turnover intention is 0.852. These results demonstrate that all constructs are reliable and have consistent measurement across their indicators.

To assess convergent validity, the Average Variance Extracted (AVE) was examined for each construct. An AVE value above 0.50 indicates that the construct explains more than half of the variance of its indicators. The results are presented in Table 2.

Table 2 Average Variance Extracted (AVE)

Variable	AVE	Conclusion
Employee engagement	0,663	Valid
Job resources	0,575	Valid
Turnover intention	0,759	Valid

(Source : Processed Data, 2025)

The Average Variance Extracted (AVE) values for all variables exceed the minimum threshold of 0.50, indicating that convergent validity has been achieved. The AVE value for employee engagement is 0.663, job resources is 0.575, and turnover intention is 0.759. These results suggest that each construct adequately explains the variance of its indicators, and therefore, all variables in this study are considered valid.

The coefficient of determination (R-square) was evaluated to examine the predictive power of the structural model. R-square values indicate the proportion of variance in endogenous variables that can be explained by their respective predictor variables. The results are presented in Table 3.

Table 3 R-square testing

Variable	R-Square	Interpretation
Employee Engagement	0.482	Moderate
Turnover Intention	0.064	Weak

(Source : Processed Data, 2025)

The R-square values indicate that employee engagement is explained by job resources at only 48,2%, which is considered moderate. Meanwhile, turnover intention is explained by job resources and employee engagement at 6,4%, which falls into the weak category. This suggests that the model has a better explanatory power for turnover intention than for employee engagement.

Hypothesis testing was conducted by examining the direct relationships among the proposed variables using the bootstrapping procedure in PLS-SEM. The significance

of each relationship was evaluated based on the path coefficient, t-statistic, and p-value. The results of the direct effect analysis are shown in Table 4.

Table 4 Direct Effect

No	Relationship	P-Value	t-Statistic	Path Coefficient	Result
1	Job Resources → Turnover Intention	0.919	0.102	-0.011	Not Significant
2	Job Resources → Employee Engagement	0.000	16.059	0.694	Significant
3	Employee Engagement → Turnover Intention	0.033	2.262	-0.245	Significant

(Source : Processed Data, 2025)

Table 4 presents the results of the direct effect testing among the study variables. The findings indicate that the relationship between job resources and turnover intention is not statistically significant ($\beta = -0.011$, $p = 0.919$), suggesting that job resources do not directly influence employees' intention to leave the organization. In contrast, job resources have a significant positive effect on employee engagement ($\beta = 0.694$, $p < 0.001$), indicating that greater autonomy, supervisory support, and performance feedback contribute to higher levels of employee engagement. Furthermore, employee engagement has a significant negative effect on turnover intention ($\beta = -0.245$, $p = 0.033$), implying that employees with higher engagement are less likely to intend to leave the organization. Overall, the results support the role of employee engagement as a key factor linking job resources to turnover intention.

To examine the mediating role of employee engagement, an indirect effect analysis was performed using the bootstrapping procedure. The significance of the mediation effect was determined based on the indirect path coefficient, t-statistic, and p-value. The results are presented in Table 5.

Table 5 Indirect Effect

No	Relationship	P-Value	t-Statistic	Path Coefficient	Result
1	Job Resources → Employee Engagement → Turnover Intention	0.035	2.245	-0.170	Significant

(Source : Processed Data, 2025)

Table 5 presents the results of the indirect effect analysis. The findings show that the indirect effect of job resources on turnover intention through employee engagement is statistically significant ($\beta = -0.170$, $p = 0.035$). This result indicates that employee engagement serves as a significant mediating variable in the relationship between job resources and turnover intention. The negative coefficient suggests that higher levels of job resources indirectly reduce turnover intention by enhancing employee engagement. Therefore, the influence of job resources on employees intention to leave operates primarily through the development of stronger engagement rather than through a direct effect.

Overall, the results indicate that not all direct relationships are significant. Job resources do not have a direct effect on turnover intention, but they have a significant effect on employee engagement. Furthermore, employee engagement significantly influences turnover intention and mediates the relationship between job resources and turnover intention. The mediation analysis indicates that employee engagement acts as a

full mediator in the relationship between job resources and turnover intention. This conclusion is based on the finding that the indirect effect is significant ($\beta = -0.170$, $p = 0.035$), while the direct effect of job resources on turnover intention is not significant ($\beta = -0.011$, $p = 0.919$). Therefore, the influence of job resources on turnover intention occurs entirely through employee engagement. This finding further supports the notion that employee engagement acts as a key psychological mechanism through which job resources contribute to employee retention.

2.) Discussion

Overall, the results indicate that not all direct relationships are significant. Job resources do not have a direct effect on turnover intention, suggesting that the availability of job resources alone is insufficient to reduce employees' intention to leave. This finding is consistent with previous studies which argue that job resources do not always directly influence turnover intention, but rather operate through psychological mechanisms [25]. For instance, [25] found that the direct relationship between job resources and turnover intention is often insignificant unless mediated by internal factors such as engagement. Similarly, [26] emphasized that employees do not necessarily change their intention to stay merely due to organizational support or facilities, but rather based on deeper psychological attachment and perceived organizational care. This phenomenon is particularly relevant for Generation Z employees, who tend to prioritize meaningful work, personal growth, and flexibility over purely structural aspects of the job [16].

Unlike previous generations, Generation Z tends to evaluate their employment experience not only based on tangible resources provided by the organization but also on the extent to which their work fulfills psychological and emotional needs. Consequently, the availability of autonomy, supervisory support, and performance feedback may not be sufficient to discourage turnover if employees do not feel emotionally connected to their work or perceive limited opportunities for personal growth and meaningful contribution. This finding suggests that Generation Z employees may still consider leaving an organization despite having access to adequate job resources when they experience low levels of engagement. Such behavior is consistent with previous studies indicating that Generation Z places greater value on meaningful work, career development, recognition, and a sense of purpose than on traditional employment benefits alone. Therefore, job resources should not be viewed as direct retention tools, but rather as organizational mechanisms that create the conditions necessary for fostering employee engagement, which subsequently influences employees' decisions to remain with the organization.

An interesting finding of this study is the absence of a direct relationship between job resources and turnover intention. This result differs from the traditional assumption of the JD-R model, which suggests that job resources generally contribute to lower turnover intention. One possible explanation is that Generation Z employees in the retail and service sectors may perceive job resources, such as supervisory support, autonomy, and performance feedback, as basic expectations rather than distinctive organizational benefits. As digital natives who entered the workforce during a period characterized by rapid technological change and abundant employment information, Generation Z employees tend to compare opportunities across organizations more actively than previous generations. Consequently, the availability of job resources alone may not be sufficient to influence their intention to stay. Instead, they are more likely to evaluate whether their work provides meaningful experiences, opportunities for learning and development, and alignment with their personal values and career aspirations.

This finding may also be explained by the characteristics of retail and service jobs, which are often characterized by routine tasks, frequent customer interactions, shift-based schedules, and relatively limited career advancement opportunities. In such environments, Generation Z employees may perceive organizational resources as basic job requirements rather than unique benefits that encourage long-term retention. For many young employees in urban areas such as Surabaya, career mobility is increasingly viewed as a normal strategy for gaining new experiences, expanding professional networks, and accelerating career growth. Consequently, even when organizations provide adequate job resources, employees may still consider alternative employment opportunities if they perceive limited personal development or meaningful work experiences within their current organizations.

Meanwhile, job resources are positively associated with employee engagement, emphasizing the critical role of organizational support, autonomy, and sufficient workplace facilities in promoting employees emotional and cognitive attachment. This finding supports the motivational process proposed by the Job Demands–Resources (JD-R) model, whereby job resources stimulate work engagement by fulfilling employees psychological needs and facilitating goal achievement. As a result, employees who perceive greater organizational support, autonomy, and feedback tend to exhibit higher levels of engagement. Empirical studies have consistently demonstrated that job resources such as supervisor support, role clarity, and feedback significantly enhance engagement levels, especially among younger employees [5]. A previous study by [27] shows that job satisfaction, as one of the dimensions of job resources, has a significant negative effect on turnover intention, although this finding was observed in a different industry context. In the context of Generation Z, [16] highlights that this cohort values structured support, immediate feedback, and a supportive work environment, making job resources a critical antecedent of engagement. This study's findings reinforce other research by [28], found that Generation Z employees with high self-efficacy tend to exhibit higher levels of work engagement. This, in turn, fosters innovative behaviour, which ultimately contributes to lower turnover intention.

Furthermore, employee engagement is found to negatively influence turnover intention, indicating that employees with higher levels of engagement tend to have lower intentions to leave the organization. This result is consistent with previous studies identifying engagement as an important determinant of employee retention [29]. [29] explained that engaged employees generally possess higher levels of vigor, dedication, and absorption, reducing the likelihood of withdrawal behaviors such as turnover intention. This is especially important in service and retail sectors, where demanding and repetitive work conditions require strong psychological resilience that can be supported through employee engagement. Moreover, [30] found that for younger employees, engagement is a stronger predictor of retention than physical work conditions, as they perceive work as a source of identity and personal fulfillment.

Importantly, the findings confirm that employee engagement serves as a significant mediating mechanism in the relationship between job resources and turnover intention. This result indicates that the availability of job resources alone is insufficient to directly reduce employees intention to leave the organization. Instead, job resources become meaningful only when employees perceive them as supportive factors that enhance their emotional, cognitive, and psychological attachment to the organization. In this context, organizational support, autonomy, and adequate work facilities function as motivational drivers that strengthen employee engagement, which subsequently lowers

turnover intention. These findings emphasize that the effectiveness of job resources depends largely on the organization's ability to transform available resources into positive employee experiences that foster stronger engagement. In line with the Job Demands-Resources (JD-R) model, job resources primarily function as motivational drivers that foster engagement, which in turn leads to positive organizational outcomes such as reduced turnover intention [31]. This mediating mechanism highlights that the impact of job resources is not direct but operates through a psychological pathway, transforming external support into internal attachment and ultimately into employee retention.

From a theoretical perspective, this study reinforces the JD-R framework by empirically demonstrating the central role of engagement as a mediator between job resources and turnover intention. From a practical standpoint, the findings suggest that organizations, particularly in retail and service sectors should move beyond merely providing job resources and instead focus on how these resources are perceived and experienced by employees. Creating meaningful work experiences, fostering supportive relationships, and enhancing psychological attachment are key strategies to effectively reduce turnover intention, especially among Generation Z employees.

Conclusion

This study concludes that job resources do not directly influence the reduction of turnover intention; instead, their effect operates through the enhancement of employee engagement, which subsequently decreases employees' intention to leave the organization. These findings emphasize the pivotal role of employee engagement as a psychological mechanism connecting job resources with employee retention outcomes. For Generation Z employees working in retail and service industries, engagement appears to be a more influential factor in shaping turnover intention than merely the structural characteristics of the job itself. One notable finding of this study is that job resources do not directly reduce turnover intention among Generation Z employees, suggesting that the traditional assumption of the JD-R model may not fully apply in highly mobile workforce segments such as retail and service employees.

From a theoretical perspective, this study reinforces the Job Demands-Resources (JD-R) model by confirming the mediating role of employee engagement in transforming job resources into positive organizational outcomes. Practically, the findings suggest that organizations should not only focus on providing job resources, but also ensure that these resources create meaningful work experiences, strengthen emotional attachment, and foster a supportive work environment to effectively reduce turnover intention.

Although this study provides important insights, it also has certain limitations. First, the relatively limited explanatory power regarding employee engagement indicates that other relevant factors may better account for variations in engagement. Second, since the study only examines Generation Z employees in retail and service industries, caution should be exercised when generalizing the findings to other industries or different generations of employees.

Therefore, future research is recommended to incorporate additional variables such as leadership style, work meaning, or organizational culture, and to explore different sectors or comparative generational contexts to provide a more comprehensive understanding of employee behavior.

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