

The Impact of Generation Z Characteristics on Turnover Intention among Nurses: The Mediating Role of Job Satisfaction at Husada Hospital

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ABSTRACT

This study aims to analyze the effect of Generation Z characteristics on turnover intention among nursing staff, with job satisfaction serving as a mediating variable, at Husada Hospital. The increasing tendency of turnover among Generation Z nurses represents a critical challenge for the sustainability of nursing services, particularly given this generation's strong expectations regarding work flexibility, work-life balance, rapid feedback, and opportunities for self-development. A quantitative research approach was employed using a survey method. The study sample consisted of Generation Z nursing staff at Husada Hospital, selected through purposive sampling. Data were collected using structured questionnaires and analyzed using Partial Least Squares-Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS version 3.2.9. The results demonstrate that Generation Z characteristics have a positive and significant effect on job satisfaction. Job satisfaction also has a negative and significant effect on turnover intention and is proven to mediate the relationship between Generation Z characteristics and turnover intention. These findings indicate that Generation Z characteristics do not inherently increase turnover intention but instead function as a protective factor when organizations are able to create satisfying work conditions. Therefore, managing generational characteristics through sustained efforts to enhance job satisfaction is a key strategy for reducing turnover intention among Generation Z nursing staff and ensuring long-term workforce stability.

INTRODUCTION

Nurses play a critical role in hospital healthcare systems by delivering nursing care, ensuring patient safety, and enhancing service quality. Maintaining a high-quality nursing workforce is a key factor in maintaining hospital service quality standards. Nurses also play a vital role in providing emotional support and health education to patients and their families and serve as the frontline, interacting directly with patients 24/7. Therefore, continuous competency development through training and managerial support is essential to ensuring safe, effective, and patient-centered care (Ham-Baloyi, 2022; Hassmiller & Wakefield, 2022).

Currently, Husada Hospital is dominated by senior nurses compared to younger nurses, posing challenges in the nursing workforce regeneration process to maintain continuity of care. The youngest generation entering the workforce in 2025 is expected to be around 21–22 years old. In this context, openness and adaptability to the needs of the younger generation, particularly Generation Z, are crucial factors (Ibrahim et al., 2022; Fountouki et al., 2024).

Generation Z includes individuals born between 1997 and 2010 and possesses distinct characteristics compared to previous generations. They tend to be more dynamic, prioritizing work flexibility, work-life balance, recognition, appreciation, and a work environment that supports career and personal development. These characteristics can influence job satisfaction levels and the likelihood of staying or leaving a job (Francis & Hoefel, 2018; McKinsey & Company, 2023; Sari, Ifdil & Yendi, 2020).

Data from Husada Hospital shows that Generation Z nurses make up approximately 25% of the total nursing workforce, while the hospital experiences annual nursing attrition due to retirement. In 2024 and January–July 2025, the majority of nurses who resigned were from Generation Z, with a turnover rate exceeding 10%, considered high (Dhananjaya & Dewi, 2019). This indicates that Generation Z is more susceptible to turnover than other generations (Hu et al., 2022).

Nurses' turnover intention is closely related to job satisfaction. Job satisfaction acts as a protective factor against turnover intention because it creates an emotional bond and commitment to the organization (Sazili et al., 2022). Research by Widjaja and Tecoalu (2023) also shows that job satisfaction significantly influences organizational commitment in Generation Z. Therefore, this study is important to understand the influence of Generation Z characteristics on nurse turnover, with job satisfaction as a mediating variable, to support the regeneration strategy and sustainability of nursing services at Husada Hospital.

LITERATURE REVIEW

The Influence of Generation Z Characteristics on Job Satisfaction

According to Hardiyanti, A. S., & Purnomo, W. M (2022), job satisfaction in Generation Z is greatly influenced by the balance between work and personal life. This is also supported by several other studies, such as Mahardika, A. A., Ingarianti, M. T., & Zulfiana, (2022) who stated that achieved work-life balance increases job satisfaction and Jaharuddin, N. S., & Zainol, L. N. (2019) who stated

that flexibility has the potential to increase employee job satisfaction in Generation Z.

H1 : Generation Z characteristics positively affect job satisfaction

The Influence of Generation Z Characteristics on Turnover Intention

According to Sari et al. (2019), work-life balance has a negative impact on the desire to change jobs among Generation Z employees in Indonesia. This is supported by other research, where Pradana and Salehudin (2019) stated that work-life balance has a negative and significant influence on turnover intention of Gen Z employees in Indonesia, with a regression coefficient value of -0.412 (Pradana, M., & Salehudin, 2019). Rizal and Sutrisno (2020) also stated that work-life balance has a negative and significant influence on turnover intention of Gen Z employees in Indonesia, with a regression coefficient value of -0.281 (Rizal, M. F., & Sutrisno, 2020).

H2: Generation Z characteristics negatively affect turnover intention

The Influence of Job Satisfaction on Turnover Intention

Job satisfaction is an employee's feelings toward their job and all related aspects. It is an emotional response to the fit between their job, personal values, expectations, and career well-being. Job satisfaction can be analyzed through a general approach and a specific aspect approach, and reflects an employee's perception of their job as a whole (Montuori et al., 2022). In the healthcare sector, particularly for nurses, job satisfaction is crucial because it directly relates to the quality of care and the desire to remain in the profession (Salahat & Al-Hamdan, 2022). Anastia et al. (2021) found a substantial negative correlation between turnover intention and work satisfaction. The findings of another study by Alfara and Eko Saputra (2024) corroborate this, demonstrating that work stress has a favorable impact on turnover intention (coefficient 0.250) whereas job satisfaction has a substantial negative impact (coefficient -0.404).

H3: Job satisfaction has a negative effect on turnover intention

The Role of Job Satisfaction in Mediating Generation Z Characteristics on Turnover Intention

According to Kamara et al. (2023) and Sismawati and Lataruva (2020), job satisfaction plays a significant role in mediating the association between work-life balance and turnover intention.

H4: Job satisfaction mediates the relationship between Generation Z characteristics and turnover intention

Based on the background and discussion of the theory, a conceptual model was created that reveals the relationship between independent variables and dependent variables.

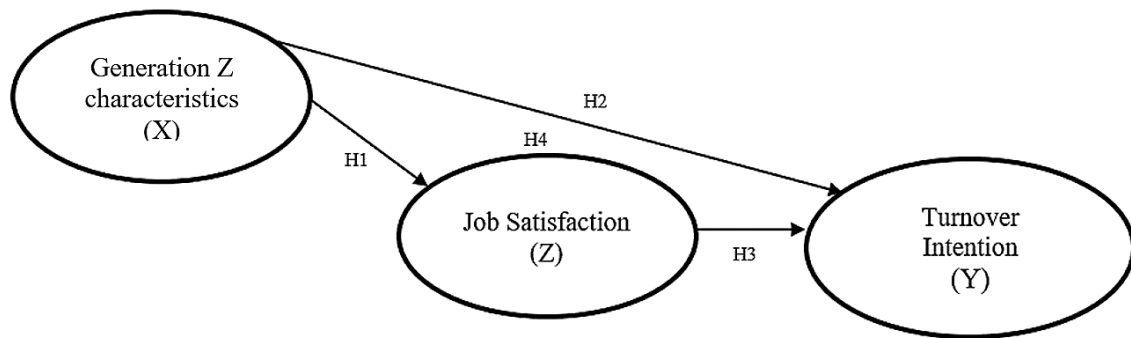


Figure 1. Conceptual Framework

METHODOLOGY

This study aims to examine the influence of Generation Z characteristics on nurse turnover intention, mediated by job satisfaction, at Husada Hospital. The population in this study is all Generation Z nurses working at Husada Hospital in 2025, totaling 62 people. Considering the relatively small population and still possible to study as a whole, this study uses a census technique. Therefore, the entire population was used as the unit of analysis. Data collection techniques are crucial aspects in a study to obtain accurate information. Primary data in this case were obtained directly from respondents, which was carried out using an instrument in the form of a questionnaire. Furthermore, secondary data is gathered from a variety of sources, including papers, reports, and literature pertaining to the subject under study (Sugiyono, 2021). Likert scales, which range from 1 to 5, are used to measure data. Partial Least Square (PLS), a strategy in the Structural Equation Modeling (SEM) equation model, was used in this study's data analysis with the use of the SmartPLS tool version 3.2.9.

RESEARCH RESULT

The outer model (measurement model) and the inner model (structural model) are the two primary phases of the PLS-SEM analysis process. The initial phase of SEM-PLS analysis is as follows.

Measurement Model Testing (Outer Model)

In evaluating this measurement model, a Multi-Trait-Multi-Method (MTMM) approach was used through convergent and discriminant validity testing. Furthermore, this model is also used to test the extent to which a construct has an adequate level of reliability (Ghozali and Latan, 2015). The results of this reflective outer model analysis can be seen from several indicators, the first of which is the convergent validity test.

Table 1. Outer Loading Value

Variable	Indicator	Outer Loading	Criteria	Description
Gen Z Characteristics (X1)	KG1	0,797	> 0,6	Valid
	KG2	0,803		
	KG3	0,832		
	KG4	0,856		
	KG5	0,911		
	KG6	0,875		

Variable	Indicator	<i>Outer Loading</i>	Criteria	Description
	KG7	0,867		
	KG8	0,830		
	KG9	0,812		
	KG10	0,833		
	KG11	0,881		
	KG12	0,889		
	KG13	0,920		
	KG14	0,857		
	KG15	0,868		
	KG16	0,866		
	KG17	0,870		
	KG18	0,886		
	KG19	0,834		
	KG20	0,877		
Job Satisfaction (Z)	KK1	0,855		
	KK2	0,823		
	KK3	0,835		
	KK4	0,882		
	KK5	0,852		
	KK6	0,949		
	KK7	0,840		
	KK8	0,926		
	KK9	0,851		
	KK10	0,836		
	KK11	0,816		
	KK12	0,823		
	KK13	0,821		
Turnover intention (Y)	TI1	0,906		
	TI2	0,866		
	TI3	0,832		
	TI4	0,942		
	TI5	0,905		
	TI6	0,865		
	TI7	0,801		

Source: Data Processing Results with SmartPLS version 3.2.9 (2025)

According to the aforementioned table, every indicator in the variables of Gen Z characteristics, work satisfaction, and turnover intention in this study has a factor loading value more than 0.60, indicating that these indicators are reliable in the measurement model.

The Average Variance Extracted (AVE) value for each construct then shows the second reflective outer model analysis, which measures discriminant validity.

Table 2. Average Variance Extracted (AVE) Value

Variable	AVE
Gen Z Characteristics	0,737
Job Satisfaction	0,721
Turnover Intention	0,765

Source: Data Processing Results with SmartPLS version 3.2.9 (2025)

The Average Variance Extracted (AVE) value for the Gen Z Characteristics measure was 0.737, Job Satisfaction was 0.721, and Turnover Intention was 0.765, according to the findings of convergent validity testing. Consequently, any concept can account for more than 50% of the variance in its indicators.

The composite reliability and Cronbach's alpha values for each indicator block assessing the construct are used to establish the reliability test. The following outcomes were attained after data processing using SmartPLS version 3.2.9.

Table 3. Composite Reliability and Cronbach's Alpha Values

Variable	Composite Reliability	Cronbach's Alpha	Criteria	Description
Gen Z Characteristics	0,982	0,981	> 0,7	Reliable
Job Satisfaction	0,979	0,977		
Turnover Intention	0,958	0,948		

Source: Data Processing Results with SmartPLS version 3.2.9 (2025)

The table demonstrates that each variable has a composite reliability score over 0.7. Additionally, the obtained Cronbach's alpha value is greater than 0.7. Because the study model satisfies the composite reliability and Cronbach's alpha values, it may be inferred from these findings that it is dependable.

Structural Model Testing (Inner Model)

The creation of a conceptual and theoretical model to examine the connection between exogenous and endogenous factors is known as inner model testing. Several phases of this testing are examined utilizing SmartPLS.

Table 4. R Square (R²) Value

	R Square
Job Satisfaction	0,947
Turnover Intention	0,933

Source: Data Processing Results with SmartPLS version 3.2.9 (2025)

The R-square value for the work satisfaction variable is 0.947. This suggests that Gen Z traits can have a moderate impact on 0.947, or 94.7%, of the work satisfaction variable. The turnover intention variable has an R-square value of 0.933. This suggests that Gen Z traits and work satisfaction can have a moderate impact on 0.933, or 93.3%, of the turnover intention variable.

Additionally, the bootstrap resampling approach was used to test hypotheses amongst constructs. Figure 2 below displays the results of the structural model test (T-Values).

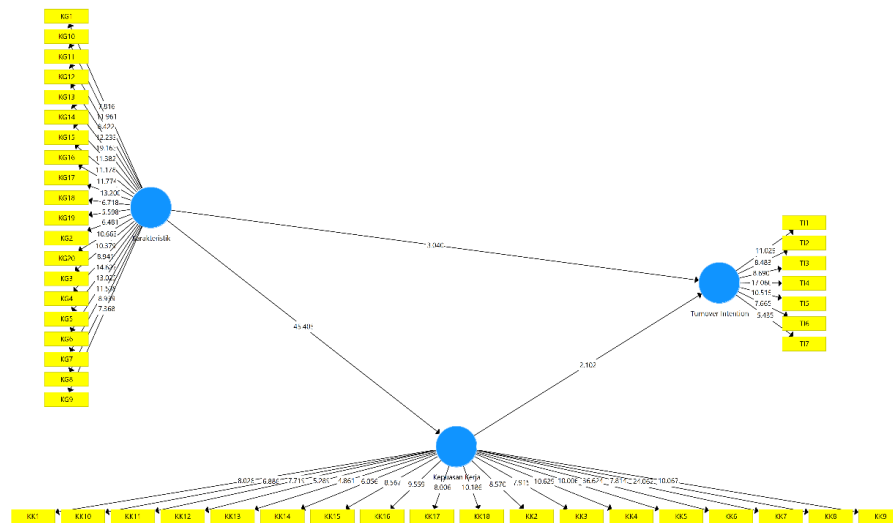


Figure 2. Structural Model Testing (T-Values)

The results of the hypothesis based on Figure 2 above can be seen more clearly in the following table.

Table 5. Path Coefficient, t-Statistics dan P-Values

	Original Sample (O)	T Statistics (O/STDEV)	P Values
Gen Z Characteristics → Job Satisfaction	0,973	45,405	0,000
Gen Z Characteristics → Turnover Intention	-0,580	3,040	0,002
Job Satisfaction → Turnover Intention	-0,392	2,102	0,036
Gen Z Characteristics → Job Satisfaction → Turnover Intention	-0,382	2,058	0,040

Source: Data Processing Results with SmartPLS version 3.2.9 (2025)

The following are the findings from the SmartPLS 3.2.9 hypothesis test:

1. Hypothesis 1 (H1)

The first hypothesis test on the Gen Z characteristics factors on work satisfaction yielded a t-statistics value of 45.405 > t-table of 1.998 and a P-Value of 0.000 < 0.05, according to the table above. Therefore, it can be inferred that the Gen Z characteristics factors have an impact on work satisfaction since H1 is accepted.

2. Hypothesis 2 (H2)

The second hypothesis test on the Gen Z characteristics factors on turnover intention yielded a t-statistic value of 3.040 > t-table of 1.998 and a P-Value of 0.002 < 0.05, according to the above table. Therefore, it can be stated that Gen Z features have a considerable impact on turnover intention with a negative connection direction, as H2 is accepted.

3. Hypothesis 3 (H3)

The third hypothesis test on the work satisfaction variable on turnover intention yielded a t-statistic value of $2.102 > t\text{-table of } 1.998$ and a P-value of $0.036 < 0.05$, according to the table above. As a result, H3 is accepted, indicating that the work satisfaction variable significantly influences turnover intention in a negative way.

4. Hypothesis 4 (H4)

According to the above table, the fourth hypothesis test on the Gen Z characteristics variable on turnover intention with work satisfaction as a mediating variable yielded a P-Value of $0.040 < 0.05$ and a t-statistic value of $2.058 > t\text{-table of } 1.998$. Therefore, it can be said that the work satisfaction variable can moderate the association between Gen Z characteristics and turnover intention since H4 is accepted.

Table 6. Construct Cross Validated Redudancy

	SSO	SSE	Q ² (=1-SSE/SSO)
Gen Z Characteristics	1240,000	1240,000	
Job Satisfaction	1116,000	410,039	0,633
Turnover Intention	434,000	165,697	0,618

Source: Data Processing Results with SmartPLS version 3.2.9 (2025)

Based on the results of the Construct Cross-Validated Redundancy test, 1. Job Satisfaction has a Q² value of 0.633, which indicates that the model has strong predictive relevance to the job satisfaction variable. Then, Turnover Intention obtained a Q² value of 0.618, which is also above the 0.35 limit, so it can be concluded that the model has strong predictive relevance to turnover intention.

DISCUSSION

Based on the results of the hypothesis testing, it can be concluded that Generation Z characteristics have a significant influence on job satisfaction among nursing staff at Husada Hospital. This finding indicates that the stronger the characteristics of Generation Z, such as adaptability to technology, preference for flexible work arrangements, and emphasis on work-life balance, the higher the level of job satisfaction perceived by nursing staff. This result reflects a strong alignment between the individual characteristics of Generation Z and a work environment that accommodates their psychological and professional needs, thereby fostering a sense of comfort, engagement, and meaning in work (Robbins & Judge, 2017). These findings are consistent with previous studies by Hardiyanti and Purnomo (2022) and Mahardika, Ingarianti, and Zulfiana (2022), which emphasize the importance of work-life balance in shaping job satisfaction among Generation Z employees.

The findings also demonstrate that Generation Z characteristics have a significant influence on turnover intention among nursing staff at Husada Hospital, with a negative direction of relationship. This suggests that when organizational practices are aligned with the values and expectations of Generation Z employees, particularly regarding flexibility, quality of life, and career development—their intention to leave the organization tends to decrease.

This relationship can be explained through person–organization fit theory, which states that compatibility between individual values and organizational environments reduces employees’ desire to leave (Kristof-Brown et al., 2005). These results support earlier research by Sari et al. (2019), Pradana and Salehudin (2015), and Rizal and Sutrisno (2020), which found that unmet expectations related to work–life balance increase turnover intention among Generation Z employees.

Furthermore, the results indicate that job satisfaction has a significant and negative influence on turnover intention. Higher levels of job satisfaction serve as a mitigating factor that suppresses employees’ intention to leave, even though it may not completely eliminate turnover tendencies, particularly among Generation Z employees who value career mobility. This finding aligns with withdrawal theory, which explains that job satisfaction functions as a psychological mechanism that keeps individuals engaged within an organization and reduces withdrawal behavior (Mobley, 1977). This outcome is in line with earlier research by Alfara and Eko Saputra (2024) and Anastia et al. (2021), which established the contribution of work satisfaction to lowering turnover intention.

Finally, the findings confirm that job satisfaction plays a mediating role in the relationship between Generation Z characteristics and turnover intention among nursing staff at Husada Hospital. This indicates that Generation Z characteristics influence turnover intention primarily through their effect on job satisfaction. When nursing staff experience higher job satisfaction due to work conditions that align with their expectations and values, their intention to leave the organization decreases. This mechanism is in line with Job Attitudes Theory, which posits that work attitudes act as a link between individual characteristics and behavioral intentions (Judge et al., 2017). These results are in line with research by Sismawati and Lataruva (2020) and Kamara et al. (2023), which found that work-life balance and turnover intention are significantly mediated by job satisfaction. Therefore, among Generation Z nursing staff, work satisfaction plays a strategic function as a partial mediator in lowering turnover intention.

CONCLUSIONS AND RECOMMENDATIONS

This study shows that Generation Z characteristics have a positive effect on job satisfaction of nursing staff at Husada Hospital, indicating that fulfilling Generation Z's unique needs, such as work flexibility, technological adaptation, and work-life balance, can increase job satisfaction. Furthermore, Generation Z characteristics also have a negative effect on turnover intention, thus serving as a protective factor when individuals are able to adapt to the work environment. Job satisfaction has been shown to play a significant role in suppressing turnover intention and is a key mechanism in maintaining nursing staff retention. Although the potential for job turnover intentions can still arise due to high career expectations, continuously increasing job satisfaction remains effective in reducing turnover intention. Furthermore, job satisfaction has been shown to mediate the influence of Generation Z characteristics on turnover intention, thus acting as a strategic partial mediator in efforts to reduce the tendency of Generation Z nursing staff to leave their jobs at Husada Hospital.

Husada Hospital management is advised to develop career management policies, competency-based reward systems, and talent management that align with the characteristics of Generation Z nursing staff, particularly regarding work flexibility, technology utilization, and work-life balance. Implementing a fair and transparent compensation system, clear career planning, and supportive and participatory leadership through coaching and constructive feedback are expected to increase job satisfaction and reduce turnover intention. Furthermore, creating a safe, comfortable work environment that supports the physical and psychological well-being of nurses is an important factor in maintaining nursing staff retention. Future research is recommended to include other variables such as compensation, leadership style, organizational culture, work stress, and other mediating or moderating variables, and expand the sample scope to obtain a more comprehensive understanding of nursing staff turnover intention.

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