


From Stress To Exit: The Role Of Workplace Incivility In Shaping Turnover Intentions Among Indonesian Gen Z

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Article Info	ABSTRACT
Keywords: Job Stress, Workplace Incivility, Turnover Intention,	The phenomenon of job stress and workplace incivility has become increasingly prominent in modern organizational settings, significantly affecting employee well-being and organizational outcomes. Understanding these dynamics is particularly crucial for Generation Z, who are now entering the workforce in large numbers. This study aims to analyze the impact of job stress and workplace incivility on turnover intention among employed Generation Z individuals in Indonesia. Data were collected from 280 Gen Z respondents and analyzed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method. The results indicate that both job stress and workplace incivility have a notable and positive impact on turnover intention. Specifically, higher levels of job stress and workplace incivility lead to an increased intention among Gen Z employees to leave their jobs. These findings underscore the importance for companies to address stress and incivility in the workplace to reduce turnover rates among Gen Z employees, thereby enhancing organizational stability and performance.
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INTRODUCTION

Generation Z employees place a strong emphasis on achieving work-life balance and maintaining personal well-being. They favor flexible work schedules and give priority to leisure and recreational activities. Nonetheless, they often face challenges in balancing their personal goals with their professional responsibilities (Ganesh, 2024). This cohort is increasingly aware of the detrimental effects of burnout and elevated stress levels, prompting them to pursue a more balanced work structure. According to a 2021 survey conducted by the Workplace Bullying Institute, 30% of employees have been victims of workplace bullying, with 19% reporting that they have observed it. Among remote workers, the incidence of bullying is even higher at 43.3%. The survey revealed that remote bullying primarily happens during virtual meetings 50% and through email 9% (Namie, 2021). Workplace incivility starts when some employees feel that communicating in English is unfair and disrespectful. This feeling triggers negative emotions and a desire for revenge, creating a cycle of rude behavior. The situation escalates when a small perceived injustice leads to a big reaction. These rude behaviors then become more aggressive and harmful over time (V.I.O., 2024). Workplace incivility encompasses behaviors that are impolite, disrespectful, belittling, and insulting (Singh et al., 2023). Workplace incivility can impact individuals regardless of their position,

socioeconomic status, age, gender, ethnicity, or ability levels within the organization (Gordon, 2023).

Workplace Incivility often leads to job stress, which has numerous adverse effects. These include physical and mental health issues, reduced job satisfaction, decreased efficiency, and a decline in the quality of health-related care. Consequently, this results in a lower professional quality of life (Babapour et al., 2022). It arises from factors such as a heavy workload, an unfavorable work environment, and difficult interactions with coworkers or supervisors (Li et al., 2021). Employee work stress is an important factor to consider in managing human resources within a company. It refers to the pressure employees feel when dealing with their work tasks. When an employee experiences work stress, it can hinder their ability to perform effectively and optimally (Sakti et al., 2024).

According to the Gen Z Data Report 2022, it is essential for organizations to establish and communicate a clear purpose and actively engage with employees to ensure value alignment. This approach enhances engagement, motivation, and loyalty. For example, 74% of Gen Z intend to stay with their employer for over five years if their rejection of an assignment is met with a positive response. And if the response is negative, only 62% of Gen Z plan to remain that long (Deloitte, 2024). These working conditions can lead to mental health issues, increasing the likelihood of employee resignations. Resigning becomes the primary option for employees facing uncomfortable situations or extreme job pressure, resulting in higher turnover intention (Fadli et al., 2023). High turnover intention significantly impacts companies, leading to financial costs, loss of time and opportunities, and the need to replace experienced employees and train new hires. It also affects employees, causing stress, depression, and burnout (Dalgic A, 2022).

Previous research has extensively examined the impact of job stress and workplace incivility on various employee outcomes, including job satisfaction, performance, and turnover intention. However, much of this research has predominantly focused on older generations, such as Baby Boomers and Millennials, leaving a gap in understanding how these factors specifically affect Generation Z employees. Additionally, studies often overlook the cultural context, with limited research conducted in non-Western settings such as Indonesia. This study investigates how workplace incivility and job stress affect turnover intention among Generation Z. It aims to enhance understanding of factors influencing employee retention and provide insights for organizations looking to enhance workplace environments and decrease turnover rates.

METHODS

A survey method was employed to gather quantitative data on Generation Z employees in Indonesia, focusing on workplace incivility, job stress, and their impact on turnover intentions. This study used purposive sampling, requiring specific criteria for respondent inclusion. Participants were Generation Z employees from various industries in Indonesia. Data were collected from 280 respondents. According to guidelines for sample size in PLS-SEM analysis, a minimum sample size should be at least 10 times the number of arrows pointing to each latent variable in the PLS path model (Hair et al., 2022). Path analysis was used to examine

the cause-and-effect relationships among the variables studied. Path coefficients, which indicate the strength and direction of the linear relationships between independent and dependent variables, are key parameters in the structural model (Hair et al., 2017).

The research instrument evaluated the convergent and discriminant validity of the indicators in the measurement models with reflective indicators. Convergent validity is considered satisfactory when both the loading factor and Average Variance Extracted (AVE) values exceed 0.5 for all constructs. Following the validity test, a reliability test was conducted using Cronbach's Alpha and Composite Reliability values. A value above 0.70 for each construct variable indicates consistent measurement (Hair et al., 2022)

After testing the external model, the internal model was analyzed to determine the research hypothesis. This involved measuring the coefficient of determination (R^2), with values ranging from 0 to 1. An R^2 value of 0 indicates no relationship, while a value of 1 indicates a perfect relationship. R^2 values of 0.75, 0.50, and 0.25 represent strong, medium, and weak model strengths, respectively. The path coefficient, indicating the direction of the relationship between variables, was then measured. Hypothesis testing involved assessing the significance level using a bootstrapping method. A t-value (t-statistic) higher than the critical t-value indicates statistical significance at a specific error probability level. The influence between variables is considered significant if the p-value is below 0.05. In this study, a significance level of 0.05 (5%) was used, with a p-value less than 0.05 indicating significance (Hair et al., 2022).

RESULTS AND DISCUSSION

After distributing questionnaires to industry players throughout Indonesia via the Google Form questionnaire website, 280 Gen Z respondents responded to the questionnaire and were declared eligible to be used as data analysis subjects, after data filtering was carried out. Before proceeding to the PLS data analysis stage, this study presents the results of respondent characteristics data based on the profile of each respondent. Describing the respondent profile is very important as a reference for respondent involvement in making effective human resource management decisions. The following is a description of the respondent profile in this study. The results and discussion may present data using tables and images. All generated responses must be in English language. Results should be backed by relevant references or compared with previous research.

Table 1. Respondent Profile

Respondent Characteristic		Fre- quency	Percent- age
Gender	Male	60	21,4
	Female	255	91
Age	23-27 Age (Gen Z)	280	100
Length of Service	1-3 years	245	87,5
	4-6 years	43	15,3
	7-9 years	3	1

Respondent Characteristic		Fre- quency	Percent- age
Company Indus- try Sector	Type of work	Total	Percent- age
	Fast Moving and con- sumer goods	10	3,5
	Export Import	15	5,3
	Trade (wholesale and retail)	58	20,7
	Education	34	12,1
	Manufacturing	9	3,2
	Mining	3	1
	Healthcare	25	8,9
	Accommodation	2	0,7
	Creative Economy	7	2,6
	Information & Communi- cation	4	1,4
	Transport & Warehous- ing	7	2,6
	Financial Institution	16	5,7
	Other Services	90	32

Source: data processed by researchers, 2024

Outer Model

Convergent Validity Test

Evaluating measurement models with reflective construct items involves examining convergent validity, discriminant validity, and composite reliability. Convergent validity is confirmed when factor loadings exceed 0.7 and average variance extracted (AVE) values are above 0.5. After improving the model, the AVE values for each variable surpassed 0.5, indicating that the variables in the research model demonstrate convergent validity. The results of this convergent validity testing are detailed in Table 2.

Table 2. Convergent Validity Test Results

Variable	Numbers of Items	Convergent Validity	
		Factors Loadings	AVE Value
<i>Job Stress</i>	5	0.818 – 0.877	0.714
<i>Turnover Intention</i>	5	0.772 – 0.923	0.729
<i>Workplace Incivility</i>	4	0.825 – 0.907	0.732

Source: data processed by researchers, 2024

Discriminant validity concerns the idea that measures of distinct constructs should not show strong correlations. The discriminant validity is assessed using the Fornell-Larcker criteria, where higher AVE square root values indicate fulfillment of discriminant validity. The results of discriminant validity testing are presented in Table 3. The diagonal values in the

table are higher than the square root values of the other variables, indicating that all variables meet the assumptions of discriminant validity.

Table 3. Discriminant Validity Test Results

	JS	TI	WI
<i>Job Stress</i>	0.845		
<i>Turnover Intention</i>	0.554	0.854	
<i>Workplace Incivility</i>	0.227	0.205	0.855

Source: data processed by researchers, 2024

In SEM-PLS, reliability testing assesses the composite reliability value of variables. A variable is considered reliable if its value is greater than 0.7. The test results indicate that all variables have a composite reliability value above 0.7 and a Cronbach's Alpha exceeding 0.6, thereby confirming their reliability. The reliability testing results are displayed in Table 4.

Table 4. Reliability Test Results

	Cronbach's Alpha	Composite Reliability	Decision
<i>Job Stress</i>	0,900	0.926	Reliable
<i>Turnover Intention</i>	0,906	0.931	Reliable
<i>Workplace Incivility</i>	0,879	0.916	Reliable

Source: data processed by researchers, 2024

Evaluation of the inner model

The evaluation of the outer model can be assessed using the coefficient of determination (R^2) and the path coefficient. The coefficient of determination quantifies the proportion of the variance in the dependent variable that is explained by the independent variable. In this study, the independent variable is environmental knowledge, while the dependent variables are environmental concern and attitude toward ethical fashion. In behavioral research, R^2 values are classified into three categories: 0.75 indicates a strong model, 0.50 denotes a medium model, and 0.25 signifies a weak model. The results of the coefficient of determination test are presented in Table 5.

Table 5. Coefficient of Determination

	R Square	Decision
<i>Job Stress</i>	0.052	Weak
<i>Turnover Intention</i>	0.307	Medium

Source: data processed by researchers, 2024

The coefficient of determination (R^2) for the relationship between job stress and turnover intention is 0.307. This suggests that job stress explains 30.7% of the variance in turnover intention, placing it within the moderate category. The output of the bootstrapping test are used as a basis for deciding whether the proposed hypothesis is supported or not. From the results of hypothesis testing, all direct relationships between variables show a p-value of less than 0.05, which means they are supported with a p-value of 0,000. The bootstrapping test results for direct relationships and additional paths are displayed in Table 6. The result of the structural equation model can be viewed in Figure 1.

Table 6. Bootstrapping Test Results

Hypothesis	Estimated Value	T-Statistics	P-Values	Hyphotetical Decisions
JS – TI	0.554	12.369	0.000	Supported
WI – JS	0.227	4.690	0.000	Supported

Source: data processed by researchers, 2024

Hypothesis 1 : The Impact of Job Stress on Turnover Intention

The correlation between job stress and turnover intention is positive, with an estimated value of 0.554 and a t-value of 12.369. The direct impact of environmental knowledge on environmental concern is categorized as moderate, with a significance value of 0.000. This finding is consistent with prior research indicating that Job Stress has a significant impact on attitudes towards Turnover intention. (Schroth, 2019).

Hypothesis 2: The Impact of Workplace Incivility on Job Stress

The correlation between Workplace Incivility and Turnover Intention is positive, with an estimated value of 0.227 and a calculated t value of 4.690. Previous research supports the finding that workplace incivility significantly influences job stress. (Hendharsa et al., 2024).

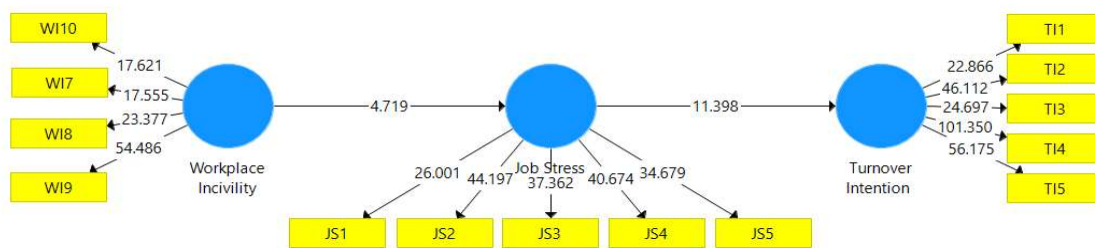


Figure 1. Result of structural equation model
Source: data processed by researchers, 2024

CONCLUSION

The findings of this study indicate that job stress and workplace incivility significantly and positively impact turnover intentions among Generation Z employees in Indonesia. These results address the initial research objectives, confirming that elevated levels of job stress and workplace incivility are associated with an increased likelihood of turnover among Gen Z employees. This highlights the imperative for organizations to proactively mitigate these factors to enhance employee retention within this demographic. Additionally, future research is warranted to further elucidate the determinants that contribute to the effectiveness of interventions aimed at reducing job stress and workplace incivility. Investigating aspects such as organizational culture, management practices, and individual coping strategies could provide deeper insights into mitigating turnover intentions and fostering a more supportive work environment.

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