

Analyzing Generation Z Turnover Intention: The Effect of Learning Agility and Psychological Capital

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ABSTRACT

Generation Z with its unique characteristics has attracted much attention due to its suboptimal performance resilience. The rise in turnover intention among generation Z needs to be a concern. This study aims to determine the influence of learning agility and psychological capital factors on turnover intention among generation Z. The research employs a quantitative approach with correlational design, utilizing convenience sampling technique to collect data from 454 generation Z employees (70% female, 30% male) across various industrial sectors in Indonesia. Data collection was conducted through online surveys using three validated instruments: PCQ-24 to measure Psychology Capital, De Meuse's Learning Agility scale, and Mobley's Turnover Intention scale. Data analysis using JASP 0.19.0.0 software revealed that Psychology Capital and Learning Agility collectively explain 63.5% of variance in Turnover Intention ($R^2 = 0.635$, $p < 0.001$). Learning Agility emerged as the dominant predictor, contributing 61.3% to Turnover Intention variance, while Psychology Capital showed minimal contribution of 0.5%. These findings indicate that adaptability and learning capabilities significantly influence generation Z employees' intention to leave their jobs.

INTRODUCTION

The world's population shows a slowing growth trend. However, in 2023 the world's population has reached eight billion people. Indonesia in this case has a population of 283.5 million people in 2024 and is ranked fourth as the country with the largest population in the world (datanesia.id, 2024). In addition, Indonesia is currently facing a demographic bonus. Indonesia currently has a larger productive age population (15-64 years) than non-productive age population. Data from the Central Statistics Agency of Indonesia (BPS, 2020) shows an increase in the percentage of the productive age population since 1971, from 53.39% or 63.64 million people to 70.72% or 191.08 million people in 2020.

In general, a generation has certain characteristics, where people who come from the same generation period will show the same characteristic tendencies. Noordiono (2016) describes generation Z as a generation that has been familiar with technology and the internet since an early age, making them a generation that is hungry for technology. This generation Z tends to prefer a flexible work environment with fewer rules (Arar & Yüksel, 2015). Other experts identify generation Z as good communicators, creative, and very concerned about their future careers (Bencsik et al., 2016). Kubátová (2016) adds that the characteristics of generation Z prefer face- to-face communication, actively seek information using the internet, and want autonomy in carrying out tasks.

The ability of Generation Z employees to survive working in an organization has become concern of many people. Research by Suryaningtyas & Fauzi (2024) explains the results of Miller's survey of 632 Generation Z and Millennial employees revealed that Generation Z employees tend to be dissatisfied with their jobs and have the intention to move to another company. Daniel & Sanjaya (2024) in their research explained that many Generation Z workers often change jobs because of the instant culture and the survey found that 40% of Generation Z employees considered leaving their jobs within two years.

Hermawan et al. (2024) define Turnover Intention as the intention or tendency of employees to resign from the company voluntarily or move to another job that is considered more suitable. The Central Statistics Agency (2021) reported that the highest turnover tendency occurs in the productive age group between 15-44 years, which includes Generation Z. The turnover rate in Indonesia has reached 58%, far exceeding the ideal level of 10% (Pinandito & Savira, 2022).

To find out the things that can influence the turnover intention of generation Z employees, it can be seen from internal and external factors. This study will focus on the role of internal factors from employees. Psychology Capital, which consists of hope, self-efficacy, resilience, and optimism as stated by Luthans et al. (2007), plays an important role in employee retention. Jofani (2023) explains that Psychology Capital reflects the psychological condition of employees who are always optimistic about their ability to complete tasks, have persistence in achieving goals, and able to survive difficulties. Employees with

high Psychology Capital tend to have better resilience in facing work challenges and show stronger organizational commitment (Hermawan et al., 2024). However, generation z employees often show lower Psychology Capital, especially in terms of resilience when facing difficulties in the workplace (Fajriyanti et al., 2023). Karatepe and Karadas (in Hadi & Rahman, 2018) emphasized that employees with high levels of self- efficacy, hope, resilience, and optimism are better able to overcome difficulties in the workplace without leaving the organization. Therefore, it is interesting to further examine the role of these factors.

Learning agility, defined by De Meuse (2017) as the ability and willingness to learn from experience and apply that learning to succeed in new situations, is another important factor to further check. Generation Z shows high learning agility in adapting to technology (Windiyanaputri & Darmawan, 2024), but this ability can paradoxically contribute to increased turnover intention. This is in line with the findings of Tripathi et al. (2020) that individuals with high learning agility tend to be more adaptable to change and actively seek new challenges. Previous studies have identified a relationship between these variables. Rahmah & Nurtjahjanti's (2020) study found that lower psychology capital correlated with higher turnover intention. Nabila (2020) confirmed the significant role of psychology capital in reducing turnover intention. Meanwhile, Khoirunnisa & Usman (2024) found that learning agility can be a tool to predict turnover intention in employees.

The various studies mentioned above enhanced the urgency to pay attention to the turnover intention level of generation Z employees. Moreover, research linking the two factors of psychological capital and learning agility in understanding their influence on turnover intention in Generation Z employees, especially in Indonesia, is still limited. Although generation Z demonstrate strong technological proficiency and adaptive abilities (Andriani et al., 2022), they often experienced difficulties in job resilience (Saputra et al., 2022). The ease of obtaining information and relationships through technology can make them find new job opportunities faster when they feel unchallenged by their current jobs (Priyono & Tampubolon, 2023). This study aims to analyze the effect of psychological capital and learning agility on turnover intention of generation Z employees. The results of this study will help organizations develop more effective retention strategies for their generation z employees.

THEORETICAL REVIEW

According to the results of the 2020 population census the majority (27.94%) of Indonesia's population is generation Z who were born between 1997-2012. Furthermore, data from the Ministry of Home Affairs (Kemendagri) shows that as of December 31, 2021, the number of generation Z residents reached 68,662,815 people (Data Indonesia, 2022). This generation is projected to occupy 77% of the Indonesian workforce in 2025 (Utami & Siswanto, 2021).

METHODOLOGY

This study used a quantitative approach with a correlational design to test the effect of Psychology Capital and Learning Agility on Turnover Intention. The population of the study was generation z employees in Indonesia who work in various industrial sectors. The sampling technique used convenience sampling, where respondents were selected based on the following criteria: (1) company employees in Indonesia; (2) born between 1997-2012; and (3) have a minimum education of D3/S1.

Data collection was conducted through an online survey using Google Forms distributed through various social media platforms and professional networks. The research instrument consisted of three validated measurement scales. Psychology Capital was measured using the PCQ-24 (Psychological Capital Questionnaire) developed by Luthans et al. (2007). This scale consists of 20 items measuring four dimensions: hope, efficacy, resilience, and optimism. Learning Agility was measured using an adaptation of an instrument developed by De Meuse (2017), consisting of 8 items measuring four dimensions: people agility, mental agility, result agility, and change agility. Meanwhile, Turnover Intention was measured using a scale adapted from Mobley 1977 (in Pinandito & Savira, 2022), consisting of 6 items measuring three dimensions: thinking of quitting, intention of search, and intention to quit/stay.

Data analysis was carried out with the help of the JASP program version 0.19.0.0 with several stages. Reliability testing was carried out using Cronbach's Alpha to ensure the internal consistency of each instrument. Multiple regression analysis was used to test the effect of independent variables (Psychology Capital and Learning Agility) on the dependent variable (Turnover Intention). The coefficient of determination (R^2) test was carried out to measure the magnitude of the contribution of independent variables to the dependent variable. All analysis procedures were carried out by considering the applicable statistical assumptions to ensure the validity of the research results.

RESULTS AND DISCUSSION

This study aims to examine the effect of Psychology Capital and Learning Agility on Turnover Intention in generation Z employees in Indonesia. The analysis was conducted through a series of statistical tests to validate the research instrument and test the proposed hypothesis. The results of the study showed a complex pattern of relationships between the variables studied, with several findings confirming previous studies and several new insights relevant to the context of generation z employees. The data used is primary data, data used directly from the questionnaire results. The questionnaire was compiled in Google Form and distributed through online platforms such as Menfess, X (Twitter) and Chat WhatsApp. There were 454 respondents from 34 provinces in Indonesia. After that the data was processed with the help of the JASP program version 0.19.0.0 Respondents in this study were mostly female with a percentage of 70% (318 respondents) and the rest were male with a percentage of 30% (136 respondents). Based on these data, it can be concluded that turnover intention in Indonesia is dominated by women. Previous research revealed that

turnover intention in women occurs because women are more susceptible to conflict between work and family or what is called work-family conflict (Hartini et al., 2024). Another study by Kristianti & Sarsono (2021), stated that what influences turnover intention in female employees is also caused by differences in roles between men and women. This difference in roles affects the differences in their attachment, men are very attached to work while women are very attached to family.

Initial testing was conducted to ensure the reliability of the research instrument through reliability analysis. Table 1 below presents the results of the reliability test for the three instruments used.

Table 1. Reliability Test

Instruments	Cronbach's α
<i>Psychology Capital</i>	0.939
<i>Learning Agility</i>	0,787
<i>Turnover Intention</i>	0,781

The results of the reliability test, from Table 1, showed that all instruments met the criteria for good reliability, with Cronbach's Alpha values ranging from 0.781 to 0.939. Psychology Capital showed very high internal consistency ($\alpha = 0.939$), far exceeding the recommended threshold of

0.7 (Ghozali, 2016). Learning Agility ($\alpha = 0.787$) and Turnover Intention ($\alpha = 0.781$) also showed quite high reliability, indicating adequate measurement stability and consistency for further analysis. Multiple regression analysis was conducted to test the simultaneous effect of Psychology Capital and Learning Agility on Turnover Intention. Table 2 below presents the results of the analysis of variance (ANOVA) of the regression model.

Table 2. Multiple Regression Test

<i>ANOVA</i>						
Model		Sum of Squares	df	Mean Square	F	p
M₁	Regression	7442.728	2	3721.364	392.202	< .001
	Residual	4279.266	451	9.488		
	Total	11721.993	453			

Based on Table 2 above, the results shows that the overall regression model is significant ($F = 392.202, p < 0.001$), which indicates that Psychology Capital and

Learning Agility together have a substantial influence on Turnover Intention. This finding strengthens previous research conducted by Rahmah & Nurtjahjanti (2020) and Khoirunnisa & Usman (2024) on the role of psychological factors and adaptive abilities in predicting turnover tendencies. To understand the relative contribution of each variable, the coefficient of determination analysis was carried out partially and simultaneously.

Table 3. Partial Determination Coefficient Test of Psychological Capital on Turnover Intention

Model Summary - TURNOVER INTENTION (Y)

Model	R	R²	Adjusted R²	RMSE
M₀	0.000	0.000	0.000	5.087
M₁	0.070	0.005	0.003	5.080

Note. M₁ includes *PSYCHOLOGY CAPITAL (X1)*

Table 3 shows the data of determination coefficient analysis which reveals interesting and unexpected findings. Psychology Capital, although theoretically viewed as an important factor in employee retention Luthans et al. (2007), only explains 0.5% of the variation in Turnover Intention ($R^2 = 0.005$). This result was contrast to the findings of Karatepe and Karadas (in Hadi & Rahman, 2018) who showed a substantial role of Psychology Capital in reducing Turnover Intention in different contexts.

Table 4. Partial Determination Coefficient Test of Learning Ability on Turnover Intention

Model Summary - TURNOVER INTENTION (Y)

Model	R	R²	Adjusted R²	RMSE
M₀	0.000	0.000	0.000	5.087
M₁	0.783	0.613	0.612	3.168

Note. M₁ includes *LEARNING AGILITY (X2)*

On the other hand, from Table 4 above, explained that Learning Agility shows a very dominant influence, which explains 61.3% of the variation in Turnover Intention ($R^2 = 0.613$). This finding confirms and extends the research results of Tripathi et al. (2020) on the relationship between learning agility and career mobility.

Table 5. Simultaneous Determinant Coefficient Test

Model Summary - TURNOVER INTENTION (Y)

Model	R	R²	Adjusted R²	RMSE
M₀	0.000	0.000	0.000	5.087
M₁	0.797	0.635	0.633	3.080

Simultaneously, from Table 5 above, we know that both variables were able to explain 63.5% of the variation in Turnover Intention ($R^2 = 0.635$), indicating a synergistic effect although relatively small compared to the contribution of Learning Agility individually. The dominance of Learning Agility in influencing Turnover Intention can be understood through the unique characteristics of generation Z. As expressed by Noordiono (2016), generation z grew up in a digital era that demands rapid adaptation to changes in technology and the environment. Kubátová (2016) added that this generation Z has a strong preference for independent learning and autonomy in carrying out tasks. The combination of these characteristics with high Learning Agility creates a unique dynamic in the context of employee retention.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of statistical analysis, Psychological Capital and Learning Agility simultaneously influence Turnover Intention by 63.5% and the remaining 36.5% is influenced by other factors. This indicates that these two variables play an important role in explaining the tendency of turnover in generation Z employees. Learning Agility is proven to be the dominant predictor of Turnover Intention with a contribution of 61.3%. This finding shows that the ability of generation Z employees to adapt and learn new things has a substantial role in their decision to stay or leave the organization. On the other hand, Psychological Capital shows a relatively small contribution of 0.5%, indicating that it may be less relevant in the context of generation Z employee retention.

The results of this study provide significant theoretical and practical contributions. Theoretically, this study expands the understanding of the dynamics of Turnover Intention in generation Z by identifying the dominant role of Learning Agility. These finding challenges previous assumptions about the importance of Psychological Capital on employee retention. Practically, the results of the study found the need for transformation in terms of human resource management. Organizations need to develop a more dynamic approach to developing generation Z employees by focusing on providing continuous learning opportunities that are non-monotonous, flexible, and adaptive.

FURTHER STUDY

Further research can be conducted by examining in more depth the aspects of learning agility and seeing its influence on turnover intention. Identification of the characteristics of the research subjects, such as permanent

or permanent employee status, and status as staff or managerial, is also important to further examine the differences in the turnover intention of generation Z employees. In addition, suggestions for further research can be carried out using the mix method research method, so that the results obtained can be more comprehensive.

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