



{ MUDIMA }



## The Relationship Workload and Perception of Compensation with Turnover Intention in Gen Z Employees Work as Baristas

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### ARTICLE INFO

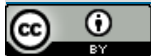
*Keywords:* Turnover Intention, Workload, Perception of Compensation, Gen Z

*Received* : 3 November

*Revised* : 23 December

*Accepted* : 22 January

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### ABSTRACT

Generation Z includes individuals born between the mid-1990s and 2012. Generation Z falls into the productive age, which is the age of 15-64 years, which is when Generation Z has begun to enter the workforce. This type of research is quantitative research using the Non-Probability Sampling method with a purposive sampling technique. In testing the first hypothesis, it is revealed that workload and perceptions of compensation with turnover intention have a significant effect. This proves a positive relationship between workload and perceptions of compensation with turnover intention in Gen Z employees who work as baristas. Based on the results of SPSS version 23, the F count is 226,796 with a sig level of 0.000 ( $p < 0.05$ ), which means that the workload variable and the variable perception of compensation have a positive relationship with the turnover intention variable. Furthermore, in the workload variable with the turnover intention variable, there is a negative and significant relationship as evidenced by the significance value of 0.000 ( $p < 0.05$ ) with a calculated T value of -3.705. In the variable perception of compensation with the turnover intention variable, there is also a significant negative relationship, evidenced by the significance value of 0.000 ( $p < 0.05$ ) with a calculated T value of -19.386

## INTRODUCTION

Generation Z is the age group that dominates the population in Indonesia, with approximately 74.93 million people or 27.94% of the total population. Generation Z includes individuals born between the mid-1990s and 2012. (Christiani & Ikarso, 2020; Hastini et al., 2020; Permana, 2021). Generation Z falls into the productive age, which is the age of 15-64 years and above (Central Bureau of Statistics, 2022), at which time generation Z has begun to enter the workforce. This generation is identified as a collective thinker (seeing from various points of view) who is realistic, open-minded, and very close to the digital world. Some previous research shows that each generation has favorable and unfavorable characteristics that can affect workplace outcomes (Costanza & Finkelstein, 2015). One is Gen-Z's highly nomadic behavior, which suggests that long-term loyalty to the organization is not an individual priority (Chillakuri & Mahanandia, 2018). Based on a survey conducted by PwC with 52,195 workers spread across 44 regions. Turnover intention is highest in Gen-Z, with a total of 27%, followed by millennials at 23% (PwC, 2022).

Most Gen Z currently work as baristas, apart from the habit of young people today often visiting coffeeshops, based on interviews conducted with several Gen Z who work as baristas, they stated that being a barista is used as a stepping stone by young people before choosing a job according to their ideals. Barista is a term that refers to individuals in charge of brewing coffee, especially experts in serving various types of coffee blends such as espresso. In their work, baristas often face a high workload. To support their psychological state while performing their duties, it is important to ensure that compensation is commensurate with their workload.

Turnover Intention refers to the tendency of an employee to decide to quit their job voluntarily. This decision is often a big challenge for companies. Employees may leave the organization alone or due to other factors, such as a less supportive work environment, a job that does not match their career goals, or an offer of a higher salary elsewhere. The desire to leave is usually triggered by a mismatch between employee expectations and the policies or conditions offered by the organization. (Triyanto, 2009). According to a report by Michael Page in Asia Pacific, in the next six months, 74% of workers plan to resign from their jobs by 2022. This figure is even higher in Southeast Asia, reaching 81%. The high level of turnover intention is now a serious challenge for many companies. Turnover has a close relationship with job satisfaction (Medina, 2012). Therefore, organizations strive to increase employee job satisfaction to reduce their desire to change jobs. According to Almazrouei et al. (2018), job satisfaction is a fundamental concept used to understand employees' views on turnover, policies, performance, and other aspects of the organization. Employee job satisfaction can be increased by providing appropriate rights, such as appropriate salaries, rewards for outstanding employees, and providing promotional opportunities in their careers. (Singh & Singh, 2019).

Gen-Z is a generation that has lacked self-autonomy since childhood (Evans & Karl, 2022; Schroth, 2019), and this causes dependence, which can interfere with managing task complexity (Reddy & Dawlinmaria, 2020). This affects Gen Z's ability to accept the tasks they are responsible for at work. According to Krisdianto et al. (2023), workload is a series of processes or activities that must be completed by a worker within a specific time, including physical and psychological loads. Physical loads include activities such as lifting or pushing, while psychological loads relate to an individual's skill level compared to others. According to Hasibuan (2020: 118), compensation

is any form of income employees receive in return for services provided to the company, either in the form of money, direct goods, or indirectly. Rivai (2009) explains that if compensation is managed correctly, it can help the company achieve its goals and acquire, retain, and keep employees well. Conversely, employees who do not receive adequate compensation are at risk of leaving the company, and re-recruiting employees is not easy.

## **METHODS**

This type of research is quantitative research using the Non-Probability Sampling method with a purposive sampling technique. With the following conditions: aged between 19-27 years, working as a barista, length of work of at least 1 year of work. The research objectives of this study are:

1. To determine the relationship between workload and perceptions of compensation with turnover intention in Gen Z employees who work as baristas.
2. To determine the relationship between perceptions of compensation and turnover intention in Gen Z employees who work as baristas.
3. To determine the relationship between workload and turnover intention in Gen Z employees who work as baristas.

## **RESULTS AND DISCUSSION**

The phenomenon in this study is that most Gen Z currently work as baristas; apart from the habit of young people today often visiting coffee shops, being a barista is also used as a stepping stone by young people before choosing a job according to their ideals. Gen Z, who works as a barista, can see from various points of view besides that. Gen Z is also a realistic individual, meaning that they can take into account their abilities with a workload that exceeds their abilities, which can be one of the

triggers for the emergence of turnover intention in Gen Z. In addition to excessive workloads with their ability to take into account their abilities, Gen Z is also able to take into account the compensation received from the place of work; Gen Z can perceive the suitability of the compensation received with the workload given, and this can also trigger Gen Z to want to turnover intention.

In testing the first hypothesis, it is revealed that workload and perceptions of compensation with turnover intention have a significant effect together; this is evidenced by the acquisition of the results of an F count of 226,796 with a significance level of 0.000 ( $p < 0.05$ ), meaning that there is a positive relationship between workload and perceptions of compensation with turnover intention in Gen Z employees who work as baristas. This means that if an employee is found to have a high workload and a low perception of compensation, it will cause the employee to have a turnover intention at the company. The 2021 Adobe Survey research results were conducted on 5,500 Gen Z respondents aged 18-24 years. The survey resulted in 56% of respondents planning to change jobs. In line with this, the Microsoft Survey and Bankrate conducted a survey. Both concluded that 54% and 77% of Gen Z respondents are considering quitting their jobs (deloitte.com, 2018).

In testing the second hypothesis, it was found that workload significantly negatively affects turnover intention in Gen Z employees; this is evidenced by a significance value of 0.000 ( $p < 0.05$ ) with a calculated T value of -3.705. This means that if the workload experienced is high, Gen Z employees choose to stay at their workplace, and if the workload experienced decreases, Gen Z will choose to turnover intention. This is due to the different characteristics between Gen Z and the previous generation. According to Tamba (2024), Generation Z experiences many career challenges, such as finding a job or staying in the workplace. Competition is very tight, and we must be flexible to rapid changes and innovate according to the demands of the times, especially when looking at

the population demographics in Indonesia. This is one of the reasons Gen Z stays in their workplace.

In testing the third hypothesis, it was found that perceptions of compensation have a significant adverse effect on turnover intention; this is evidenced by a significance value of 0.000 ( $p < 0.05$ ) with a calculated T value of -19.386. This means that if Gen Z perceives low compensation, it will make them stay with the company that is currently their workplace, and they will make this a challenge in the world of work. According to Tamba (2024), this generation likes challenges. It innovates so that in the world of work, the company will benefit from the characteristics of Generation Z. This is also due to the high curiosity of Generation Z. Idris (2023) says that this generation has a high curiosity and grows and develops naturally with the use of technology. Reza (2022) said that the generation is characterized by FOMO (Fear of Missing Out) by being highly curious about various things, especially new things. So even though Gen Z perceives low compensation, if they feel it has benefits, such as learning new things, it will be a consideration.

## CONCLUSION

Based on the results of this study, Gen Z, who work as a barista will carry out turnover intention if it is known that in Gen Z, there are 2 causes, namely workload and perception of compensation. In contrast, if Gen Z only gets 1 cause, it will cause Gen Z to stay in his current job; for example, if there is a high workload, Gen Z will choose to stay with the company, the same as if Gen Z has a perception of low compensation, Gen Z will also choose to stay at the job.

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