

Research Articles

The Effect Of Employee Well-Being And Leadership Style On Turnover Intention Of Generation Z Employees In Pati City

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Abstract: The dynamic development of the work world increases the mobility of Generation Z employees, including in Pati City. The high turnover intention among this generation presents a challenge for organizations in retaining a young workforce. The imbalance between work demands and psychological well-being, as well as less adaptive leadership styles, demonstrate the importance of employee well-being and leadership style in employee retention strategies. This study aims to analyze the influence of employee well-being and leadership style on turnover intention among Generation Z employees in Pati City. The study used a quantitative approach with a survey method of 96 respondents selected through accidental and snowball sampling techniques. Data were analyzed using multiple linear regression. The results showed that employee well-being had no significant effect on turnover intention, while leadership style had a negative and significant effect. Simultaneously, both variables had a significant effect with an Adjusted R Square value of 18.7%. This finding confirms that strengthening leadership quality is a key strategy in reducing turnover intention, accompanied by efforts to continuously improve work well-being.

Keywords: Employee Retention; Employee Well Being; Generation Z; Leadership Style; Turnover Intention.

1. Introduction

Turnover intention among Generation Z employees is becoming an increasingly relevant social phenomenon in the dynamics of the modern workforce. Various studies show that Generation Z tends to have lower organizational loyalty, higher expectations for work-life balance, and sensitivity to unsupportive work environments. Research (Varshney, 2014) in his journal, he emphasized that turnover intention is the strongest predictor of actual exit behavior, making understanding turnover intention crucial to an organization's retention strategy. Furthermore, the study (Hongvichit, 2015) This study demonstrates that turnover intention emerges as a conscious and evaluative process of employees' perceived work experiences. This social fact is increasingly important in the context of Pati City, where companies face the challenge of retaining a young, adaptable yet easily changeable workforce. Therefore, examining the factors influencing turnover intention in Generation Z is not only academically relevant but also practically urgent.

Theoretically, employee well-being and leadership style have been widely studied as determinants of work behavior (Xia et al., 2014) explains that employee well-being is formed through the interaction of individual, work, and organizational environmental factors that hierarchically influence employee work experiences. Meanwhile, Karmen's research (Dezmar-Krainz, 2015) emphasizes that employee well-being is multidimensional and influenced by organizational support and corporate social responsibility practices. In the context of leadership, (I. Khan & Nawaz, 2016) found that leadership style significantly influences employee motivation and performance. However, research findings are

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inconsistent; some studies found a significant influence of employee well-being and leadership style on turnover intention, while others showed weaker or contextual results. This discrepancy indicates a research gap, particularly in the context of Generation Z in non-metropolitan areas such as Pati City, which has not been widely explored in the empirical literature..

Based on empirical phenomena and inconsistencies in previous research findings, this study aims to analyze the influence of employee well-being and leadership style on the turnover intention of Generation Z employees in Pati City. Previous research indicates that turnover intention is a proximal variable that directly predicts actual turnover behavior (Varshney, 2014), so examining antecedent factors such as work well-being and leadership style becomes important in the context of youth workforce retention. In addition, empirical studies by (Hongvichit, 2015) confirmed that job satisfaction and organizational factors have a significant relationship with employee turnover intentions, but there are still variations in the results across different generational and regional contexts. Therefore, this study aims to answer two main questions: (1) does employee well-being influence the turnover intention of Generation Z employees in Pati City? and (2) does leadership style influence the turnover intention of Generation Z employees in Pati City? With this approach, the study seeks to provide more contextual empirical evidence on the characteristics of the Generation Z workforce at the regional level..

This study argues that turnover intention in Generation Z is not only influenced by external labor market factors but also by internal psychological conditions such as job well-being and perceived leadership quality. Based on an empirical approach, (Karlsson et al., 2012), high job well-being correlates with stronger motivation and attachment to the organization, thus potentially suppressing turnover intentions. On the other hand, an adaptive and supportive leadership style is believed to be able to create a work environment that aligns with the characteristics of Generation Z who prioritize open communication and individual recognition. The contribution of this research lies in the integration of two strategic variables: employee well-being and leadership style in the specific context of Generation Z in Pati City, which is still minimally studied in the national literature. Thus, this research not only enriches human resource management studies but also provides practical implications for organizations in designing more effective and contextual strategies for retaining young workers.

2. Literature Review

Employee Well-Being

Employee well-being is understood as the overall state of well-being experienced by individuals in the context of work, encompassing psychological, emotional, and social dimensions that contribute to a positive work experience. Research (Xia et al., 2014) explains that employee well-being is formed through a hierarchical interaction between individual factors, job characteristics, and the organizational environment. This concept refers not only to momentary job satisfaction, but to employees' comprehensive evaluation of the fit between their personal values and the working conditions they experience. Furthermore, (Dezmar-Krainz, 2015) emphasizes that employee well-being is multidimensional, encompassing physical, mental, and work-life balance aspects, which are influenced by supportive organizational policies. Thus, employee well-being can be understood as the result of an adaptive process between individual needs and organizational support in creating a healthy and sustainable work environment.

In empirical research, employee well-being is generally operationalized through a number of indicators that reflect subjective perceptions and objective working conditions (Karlsson et al., 2012) developed an instrument for measuring occupational well-being that encompasses psychosocial climate, management quality, communication, autonomy, and physical working conditions. These indicators demonstrate that occupational well-being depends not only on individual aspects but also on the dynamics of interpersonal relationships and organizational systems. Accordingly, (Xia et al., 2014) distinguishes subjective well-being and psychological well-being as two main dimensions that can be measured through perceptions of work achievement, work meaning, and satisfaction with the work

environment. Based on this synthesis, the employee well-being variable in this study was measured through indicators of job satisfaction, physical and mental health, positive work relationships, and perceptions of organizational support.

Leadership Style

Transformational leadership is understood as a leadership style that is able to inspire, motivate, and develop the individual capacity of subordinates (Wang et al., 2011). Study (I. Khan & Nawaz, 2016) explains that leadership style is not only related to formal authority, but also to the ability to build effective interpersonal relationships and create a clear vision for the organization. In modern leadership studies, transformational and transactional styles are often the main focus because both have a significant influence on employee work behavior and commitment (MS Khan et al., 2014) Research shows that transformational leadership can increase intrinsic motivation and team success through inspiration and individual attention. Thus, leadership style can be conceptualized as a leader's behavioral strategy that determines the quality of work interactions and organizational effectiveness.

Operationally, leadership style is measured based on behavioral dimensions that can be observed in daily work interactions (I. Khan & Nawaz, 2016) identified the main dimensions of transformational leadership, which include idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Meanwhile, research by (Danquah et al., 2015) emphasizes that leadership effectiveness is reflected in the leader's ability to provide direction, develop strategies, and create open communication with subordinates. Transactional dimensions such as contingent reward and management by exception are also often used to measure aspects of control and reward systems in leadership. Based on this synthesis, the leadership style variable in this study was measured using indicators of idealized influence, inspirational motivation, individualized consideration, intellectual stimulation, and the reward system implemented by the leader.

Turnover Intention

Turnover intention is an individual's conscious intention to leave an organization and is a major predictor of actual exit behavior (Tett & Meyer, 1993). Study (Varshney, 2014) explains that turnover intention is a psychological stage that precedes actual turnover behavior and is often influenced by an individual's evaluation of their working conditions and self-identity. In addition, (Hongvichit, 2015) emphasizes that turnover intention arises from job dissatisfaction, low organizational commitment, and a mismatch between the individual and the work environment. This concept positions turnover intention as a crucial indicator in understanding workforce stability, as the decision to leave is typically preceded by cognitive and emotional processes that occur over a period of time. Thus, turnover intention can be understood as a reflection of the misalignment between employee expectations and organizational realities.

In empirical research, turnover intention is operationalized through behavioral and cognitive indicators that reflect an individual's readiness to leave the organization (Varshney, 2014) measuring intention to leave through the dimensions of awareness to look for another job, evaluation of job alternatives, and concrete plans to leave (Hongvichit, 2015) also added that the frequency of thoughts of quitting and the tendency to compare the current job with external opportunities are strong indicators of turnover intention. Based on this synthesis, the turnover intention variable in this study was measured using indicators of intention to leave, search for alternative employment, thoughts of quitting, and planning for the timing of leaving the organization.

3. Materials and Method

This study uses a quantitative research design with a survey approach to examine the influence of employee well-being and leadership style on turnover intention among Generation Z employees in Pati City. The quantitative approach was used because this study aims to objectively measure the relationship between variables through numerical data and statistical analysis (Osborne & Waters, 2002). The analysis was conducted using multiple linear regression to test the partial and simultaneous effects between variables as described in the quantitative methodology literature (Osborne & Waters, 2002). In contrast to qualitative approaches that focus on exploring subjective meanings and experiences through in-depth

interviews, this research emphasizes hypothesis testing and generalizing findings based on measurable data.

The unit of analysis in this study is the individual, namely Generation Z employees working in various organizational sectors in Pati City. The selection of individuals as the unit of analysis is based on the research objective, which focuses on respondents' subjective perceptions of employee well-being, leadership style, and turnover intention. In organizational behavior research, psychological variables such as turnover intention are understood as perceptual constructs inherent in individual experience (Hom et al., 2017) Generation Z was chosen because of its characteristics, which are known to be more adaptive to change, have high expectations regarding work-life balance, and tend to be more mobile in the workplace than previous generations (Gaan & Shin, 2022). Thus, the individual unit of analysis allows for a more accurate measurement of turnover intention tendencies based on respondents' direct experiences with their perceived working conditions and leadership styles.

This study used two main data sources: primary and secondary data. Primary data was obtained directly through questionnaires distributed to Generation Z employees in Pati City who met the research criteria. The use of primary data enabled researchers to obtain empirical information that was up-to-date and relevant to the respondents' conditions at the time of the study (Osborne & Waters, 2002) Meanwhile, secondary data was obtained from various scientific sources such as textbooks, national and international journals, and previous research related to employee well-being, leadership style, and turnover intention. The concept of employee well-being refers to the psychological and emotional well-being of employees in the work context (Zheng et al., 2015), Employee well-being also includes dimensions of psychological health and job satisfaction that contribute to employee retention (Danna & Griffin, 1999), leadership style refers to the leader's behavioral patterns in influencing subordinates (Wang et al., 2011), whereas turnover intention is understood as an individual's tendency to leave the organization voluntarily (Hom et al., 2017) This integration of primary and secondary data aims to ensure that the analysis conducted is not only based on field findings, but also has a strong theoretical foundation and is academically relevant.

Data collection techniques were conducted through the distribution of questionnaires using accidental sampling and snowball sampling methods. The research instrument was tested using validity and reliability tests to ensure the accuracy and consistency of the measuring instrument, as is the procedure for instrument testing in quantitative research. Validity tests were conducted to determine the ability of the question items to measure the intended construct, while reliability tests were used to measure the consistency of respondents' answers. Although this research is quantitative, data strengthening was carried out through a comprehensive literature review as a form of theoretical triangulation to ensure the alignment between concepts and measurements (Osborne & Waters, 2002).

The data analysis in this study used multiple linear regression analysis to examine the influence of employee well-being and leadership style on turnover intention. Prior to the regression analysis, the data were tested using the classical assumption test to ensure normality and model feasibility were met. Hypothesis testing was conducted using the t-test to determine the partial effect of each independent variable, the F-test to determine the simultaneous effect, and the coefficient of determination (Adjusted R Square) to measure the contribution of the independent variables to the dependent variable. This analytical approach allows researchers to obtain objective and measurable conclusions regarding the relationships between variables in the study.

4. Results and Discussion

Descriptive analysis

In this study, the respondents used were 96 Generation Z employees in Pati City. To find out the description of the identity of the research respondents, they were grouped into several respondent characteristics such as age, gender, education and length of service. Based on age, most were in the 22-25 years age range with a total of 45 employees (46.8%), while the least were in the 30-46 years age range with a total of 5 employees (5.1%). Dominated by female employees with a total of 63 people (65.6%), while the remaining 33 people (34.4%) were male. Based on education, most had a high school/vocational high school/Islamic high

school education or equivalent with a total of 77 people (80.2%), and the remaining 1 person (1.0%) had a junior high school education and 18 people (18.8%) had a bachelor's degree (S1). Most of the generation Z employees in Pati city have worked for 1-5 years with a total of 93 people (97%) and the remaining 1 person (1.0%) has worked for 6-10 years and 2 people (2.0%) have worked for 11-15 years.

Table1 Respondent Identity.

Characteristics	Information	Frequency	Presentation
Respondent Age	18-21 Years	40	41.9
	22-25 Years	45	46.8
	26-29 Years	6	6.2
	30-46 Years	5	5.1
	Total	96	100
Respondent Gender	Man	33	34.4
	Woman	63	65.6
	Total	96	100
	Respondent Education	Junior High School	1
High School/Vocational School/Islamic Senior High School or Equivalent		77	80.2
S1 (BACHELOR'S DEGREE)		18	18.8
Total		96	100
Respondent's Length of Work		1-5 Years	93
	6-10 Years	1	1.0
	11-15 Years	2	2.0
	Total	96	100

Source: Primary data processed 2026

Analysis of Research Results

Normality Test

The results of the normality test in this study used the Kolmogorov-Smirnov test. The calculation results obtained a significance value of 0.339. This value is greater than 0.05 ($0.339 > 0.05$). These results can be concluded that the distribution of data in the model is normally distributed, so the resulting linear regression model meets the assumption of normality.

Multicollinearity Test

The multicollinearity test will be seen from the tolerance value and variance Inflation Factor (VIF). If the tolerance value > 0.10 and $VIF < 10$, then there is no multicollinearity. The calculation results show that the tolerance value of $0.631 > 0.10$ and the VIF value of $1.584 < 10$. These results mean that the regression model does not have a correlation between the independent variables used, so it can be concluded that the resulting linear regression model does not experience multicollinearity.

Heteroscedasticity Test

The heteroscedasticity test was performed using the Glejser test. If the p-value is greater than 0.05, heteroscedasticity does not occur. If the p-value is less than 0.05, heteroscedasticity does occur. The calculation results show that the significance value of each independent variable used is greater than 0.05 (significance > 0.05). This means that the regression model used in the study does not experience heteroscedasticity, so it can be said that the resulting regression model is good and suitable for use.

Coefficient of Determination Test

The coefficient of determination value is between zero (0) and one (1). A value close to one means that the independent variables provide almost all the information needed to predict the variation of the dependent variable. The results of the analysis obtained from the coefficient of determination value can be seen from the Adjusted R Square value of 0.187, meaning that employee well-being and leadership style can explain the variation of the turnover intention variable by 18.7% ($0.187 \times 100\%$), while the remaining 81.3% ($100 - 18.7\%$) of the turnover intention variable variation is explained by other variables that are not studied or outside the model.

F Statistical Test

If the significance value is less than 0.05, the fit regression model can be used to predict the related variables, and vice versa. The analysis results obtained an F value of 11.943 and a significance value of 0.000, meaning that the resulting linear regression model is fit and significant, so the linear regression model is suitable for use.

Hypothesis Testing

The results of the hypothesis test show that the employee well-being variable (X1) produces a t-value of -1.672 and has a significance level of $0.098 > 0.05$, so H1 is not accepted, which means that the t-test results can conclude that the first hypothesis which states that it has no significant effect on turnover intention cannot be accepted. While the Leadership Style variable (X2) produces a t-value of -2.634 and has a significance level of $0.010 < 0.05$, so H2 is accepted, which means that the t-test results can conclude that the second hypothesis which states that it has a negative and significant effect on turnover intention is accepted.

5. Discussion

This study aims to analyze the influence of employee well-being and leadership style on turnover intention of Generation Z employees in Pati City. The results of the analysis indicate that employee well-being has a partial negative but insignificant relationship with turnover intention, while leadership style has a negative but significant effect. This finding is in line with other studies (Hongvichit, 2015) which states that turnover intention is influenced by various organizational factors, but not all determinants show the same strength of influence in each research context. In addition, research (Gaan & Shin, 2022) shows that leadership quality is an important predictor of turnover intention in Generation Z employees. Thus, the results of this study confirm that in the context of research respondents, leadership factors have a more dominant role than work welfare in influencing employee turnover intention.

In the context of the Generation Z workforce, these results demonstrate a unique dynamic. Generation Z is known to have a strong orientation toward flexibility, self-development, and supportive interpersonal relationships in the workplace. A study by (Gaan & Shin, 2022) A study in the journal *Current Psychology* showed that Generation Z employees have a high tendency to turnover when they lack adequate leadership support. Therefore, in the context of Pati City, a region with diverse organizational characteristics, leadership quality is a crucial factor in determining the stability of the young workforce.

The insignificant influence of employee well-being on turnover intention can be interpreted as meaning that work well-being is not the only determinant of the decision to change jobs for Generation Z. Although literature such as (Karlsson et al., 2012) While studies have shown that job well-being correlates with commitment and retention, this effect was not statistically strong in this study. This suggests that respondents may still consider other factors such as career opportunities, competency development, and long-term prospects. In other words, job well-being has a theoretically directional relationship, but it is not a primary factor in shaping turnover intention in the context of this study.

A deeper understanding of these results suggests that leadership has a psychological function that is more directly felt by employees than general well-being. A supportive, communicative, and participatory leadership style can create a sense of appreciation and emotional attachment to the organization. Research by (I. Khan & Nawaz, 2016) confirms that an effective leadership style contributes to increased loyalty and decreased turnover intentions. Therefore, in understanding turnover intention, the relationship between

superiors and subordinates is a central aspect that shapes an employee's decision to stay or leave the organization.

When compared with previous research, these results are partly in line and partly different (Dezmar-Krainz, 2015) found that job well-being plays a significant role in increasing employee retention, while in this study, this influence was not significant. However, the finding regarding the significant influence of leadership style on turnover intention is consistent with research (Gaan & Shin, 2022) which shows that leadership quality is directly related to turnover intentions in Generation Z employees. Differences in results on well-being variables can be influenced by regional context, respondent characteristics, and external factors such as alternative job opportunities.

The practical implications of this research indicate that organizations in Pati City need to prioritize strengthening the quality of leadership style as a primary strategy in reducing turnover intention. Empirical evidence from this research (I. Khan & Nawaz, 2016) confirmed that effective leadership styles contribute to increased commitment and decreased employee turnover intentions. In addition, although employee well-being did not have a significant effect in this study, literature such as (Karlsson et al., 2012) This study shows that work well-being remains related to emotional stability and workforce retention. Therefore, organizations still need to maintain a healthy and supportive work environment as a long-term strategy. Theoretically, this study adds to the literature on turnover intention among Generation Z by demonstrating that leadership has a stronger influence than work well-being in a regional context.

6. Conclusion

This study concludes that leadership style has a negative and significant influence on the turnover intention of Generation Z employees in Pati City, while employee well-being shows a negative but not statistically significant relationship. The synthesis of these findings suggests that in the context of a young workforce, the quality of interactions and leadership patterns are more influential in determining retention decisions than perceptions of job well-being alone. These results reinforce the findings of (Gaan & Shin, 2022) which states that leadership support is the main predictor of turnover intention in Generation Z. Scientifically, this study provides a contextual contribution by showing that the determinants of turnover intention can differ at the regional level and certain generational characteristics.

Theoretically, this study enriches the literature on the relationship between employee well-being, leadership style, and turnover intention by showing that not all conceptually correlated variables will always be significant in a particular empirical context. Previous literature, such as research (Karlsson et al., 2012) showed that job well-being is related to employee stability and commitment, but the results of this study indicate that this role is not necessarily dominant among Generation Z at the regional level. Meanwhile, the consistency of the influence of leadership style on turnover intention supports this study (I. Khan & Nawaz, 2016) which emphasizes the importance of leadership behavior in shaping employee loyalty. Reflecting on these findings suggests that generational dynamics and the local socio-economic context can moderate the relationship between variables, so further research should consider these contextual factors.

The practical implications of this study emphasize the importance of strengthening leadership competencies as a key strategy in reducing turnover intention among Generation Z employees. Organizations in Pati City are advised to develop a more participatory, communicative, and supportive leadership style to increase employees' emotional attachment to the organization. In addition, although employee well-being does not show a significant effect, organizations still need to maintain a healthy work-life balance because literature such as (Hongvichit, 2015) This study shows that turnover intention is influenced by a combination of various organizational factors. For further research, it is recommended to add other variables such as job satisfaction, organizational commitment, or career development opportunities to increase the model's explanatory power and broaden understanding of turnover intention behavior in Generation Z.

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