

The Effect of Workplace Bullying and Job Insecurity on Turnover Intention among Gen Z Employees in Yogyakarta, with Burnout as a Mediating Variable

Khaidar Mario Allan Surya^{1*}, Fereshti Nurdiana Dihan²

Department of Management, Faculty of Business and Economics,
Universitas Islam Indonesia, Special Region of Yogyakarta Indonesia

Corresponding Author: Khaidar Mario Allan Surya,
22311122@students.uii.ac.id

ARTICLE INFO

Keywords: Workplace Bullying, Job Insecurity, Burnout, Turnover Intention, Generation Z

Received : 25, August

Revised : 22, September

Accepted: 26, October

©2026 Surya, Dihan: This is an open-access article distributed under the terms of the [Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

The purpose of this study is to investigate and analyze how workplace bullying and job insecurity affect turnover intention and burnout, how burnout affects turnover intention, and how burnout functions as a mediating factor in Yogyakarta's Generation Z workforce. This study employs a survey method and a quantitative methodology. Purposive sampling is used to select Generation Z workers who are employed full-time in the Yogyakarta region as the study population. 170 of the 185 respondents who took part in the survey satisfied the requirements for analysis. Data analysis used Partial Least Squares-Structural Equation Modeling (PLS-SEM). The results showed that workplace bullying has a positive and significant effect on turnover intention ($\beta = 0.296$; $p = 0.000$) and burnout ($\beta = 0.325$; $p = 0.000$). Job insecurity has a positive and significant effect on turnover intention ($\beta = 0.227$; $p = 0.001$), but does not significantly affect burnout ($\beta = 0.103$; $p = 0.200$). Burnout does not significantly affect turnover intention ($\beta = 0.116$; $p = 0.118$). In addition, burnout does not mediate the effect of workplace bullying on turnover intention ($\beta = 0.038$; $p = 0.125$) or the effect of job insecurity on turnover intention ($\beta = 0.012$; $p = 0.408$). Thus, workplace bullying and job insecurity are proven to have a direct effect on turnover intention, while burnout is not proven to act as a mediating variable in Generation Z employees in Yogyakarta.

INTRODUCTION

Generation Z is known to have a tendency to frequently change jobs, reflecting a low level of attachment to the organization and their minimal commitment or loyalty to staying in a company long term (Gaan & Shin, 2023). This condition has given rise to the phenomenon of turnover intention among Generation Z (Novianty et al., 2025). Turnover intention refers to an individual's tendency to intend to leave their job voluntarily in the near future (Mobley, 1977; Tett & Meyer, 1993). High turnover rates can have various cost consequences, including loss of knowledge and decreased productivity of employees and related departments (Duda & Žůrková, 2013). Conversely, organizations that are able to maintain low turnover rates tend to have better financial and organizational performance (Ferreira & Almeida, 2015). Thus, turnover intention becomes a real threat to companies, especially due to the high rate of employee turnover among young talents who are vulnerable to seeking new opportunities (Zuad & Guspa, 2023).

According to Mobley (1982), intention to leave is the initial stage before the actual decision to quit a job occurs. This phenomenon can be explained through the Theory of Planned Behavior (Ajzen, 1991), which states that individual behavior (including the decision to leave a job) is initiated by intentions formed from attitudes toward work, subjective norms, and perceived behavioral control. In this context, turnover intention reflects a form of planned behavior that arises as a result of job dissatisfaction or negative psychological conditions, such as burnout, workplace bullying, and job insecurity.

If these negative psychological conditions are left untreated and ultimately result in employee turnover, the organization will suffer significant losses. Specifically, Morrel et al. (2004) detailed that employee turnover creates a double burden for companies: direct costs (such as recruitment, selection, training, and management time) and indirect costs (such as decreased morale, increased stress on remaining employees, and declining service quality). The theoretical threat of losses due to turnover is in fact in line with the current employment reality. This problem is significantly reinforced by data from the Central Statistics Agency (BPS) (2021). This shows a sharp increase in the number of people aged 15 and over who stopped working in 2020, a 49.26% increase compared to the previous year. This concerning situation is also in line with a Michael Page Indonesia survey (2021) which revealed that 74% of workers in the Asia Pacific region plan to resign. Indonesia even ranked second highest in the survey, with 84% of its workers planning to resign in the next six months (Karnadi, 2022). This series of facts confirms that the turnover phenomenon is a real threat whose frequency is still very high in Indonesia.

The high level of turnover intention in the field is partly driven by unhealthy work environment conditions, such as workplace bullying (Clercq et al., 2022; Islam et al., 2023; Reslan et al., 2025). Einarsen et al. (2020) defines workplace bullying as a form of psychological violence that is repeated and systematically carried out in the workplace, either directly or indirectly, with the aim of demeaning or discrediting someone. This action can manifest through verbal intimidation, insults, social exclusion, and even work sabotage, which

cumulatively creates severe psychological stress for the victim. When employees face such stress, the natural response is a desire to leave the organization. This has been consistently demonstrated by various studies, such as Noopur and Burman. (2021) and Nurdiana et al. (2021), who found that workplace bullying had a positive and significant effect on increased turnover intention. Similar findings were confirmed by Malola et al. (2024), which confirms that the more intense workplace bullying occurs, the stronger the employee's intention to leave their job. In other literature, Ribeiro et al. (2024a) confirms that workplace bullying significantly triggers employee turnover intentions, with burnout acting as the primary pathway. The destructive impact of workplace bullying was also strongly documented in a study by Galanis et al. (2025) who found significantly higher turnover intentions in workers who were victims of workplace bullying compared to their colleagues who did not experience it.

In addition to a toxic work environment, turnover intention is also significantly influenced by threats to job stability, also known as job insecurity (Prem et al., 2016; Shoss, 2017; Wirawan et al., 2023). This term refers to a condition where employees feel they do not have the ability or control to maintain the continuity of the work they expect (Greenhalgh & Rosenblatt, 1984). This job insecurity makes individuals feel like they could lose their jobs at any time (Balz & Schuller, 2021), so that his work focus is disturbed and he is filled with long-term worries (De Witte, 2005).

Another variable that contributes to various workplace pressures and triggers the desire to leave is burnout. This condition is defined as the result of chronic workplace stress that has not been managed effectively. (Bakker & De Vries, 2021) which manifests as a state of extreme emotional, physical, and mental exhaustion. Based on the canonical definition of Maslach et al.(2001) When individuals experience burnout, their interest in their work begins to wane, leading to feelings of cynicism toward the organization, and reduced confidence in their ability to complete tasks (reduced professional efficacy). This three-dimensional definition has also been globally recognized by the World Health Organization. (2019) as an occupational phenomenon that is very damaging to the psychological balance of employees.

This state of extreme fatigue has consistently been shown to be a strong predictor of employee turnover intentions. Susilowati et al. (2024) explains that burnout is significantly related to turnover intention, especially when an employee's basic psychological needs are no longer met. Burnout slowly forms an emotional barrier between an employee and their job, ultimately leading to the logical decision to quit. Furthermore, this emotional exhaustion is believed not to arise spontaneously, but rather is the accumulation of exposure to previous stressors, such as high levels of workplace bullying or the threat of job insecurity in the workplace (Ribeiro et al., 2024).

Although theoretically, workplace bullying, job insecurity, and burnout are strongly linked to triggering turnover intention, a review of previous literature reveals a gap in the form of inconsistencies in empirical findings. Several studies have found that job insecurity and burnout have a positive effect on turnover intention, indicating that job insecurity and burnout can increase

employees' desire to leave the organization (Susilowati et al., 2024; Hack et al., 2023). However, other studies have shown different results, such as burnout having no direct effect on turnover intention and job insecurity not always having a significant effect on turnover intention (Santi et al., 2020; Darma & Herachwati, 2024). These differing findings indicate that the relationship between psychological conditions and the work environment with turnover intention is still not entirely consistent and may be influenced by the characteristics of the respondents and the organizational context in which the research was conducted.

This empirical void necessitates an investigation of this phenomena particularly within Generation Z (born from 1995 to the early 2010s), which is increasingly becoming the predominant demographic in the workforce. Generation Z possesses fundamentally different characteristics: they are highly adaptable, open to mental health issues, and more vocal about workplace values (Susilowati et al., 2024). Compared to their predecessors, Generation Z employees, especially when faced with high work expectations amidst environmental instability, have a much lower tolerance for unsupportive work environments. They tend to make quick resignation decisions when they feel emotionally threatened. (Emillia et al., 2024). This phenomenon is becoming increasingly relevant to study in the context of Generation Z employees in Yogyakarta. As a city of education and a region with rapid growth in the service, trade, tourism, and creative economy sectors, Yogyakarta has a labor market dominated by young workers with a relatively high level of job mobility. This condition makes Generation Z employees in Yogyakarta more vulnerable to various psychosocial pressures in the workplace, such as workplace bullying, job insecurity, and burnout, which can ultimately increase turnover intention.

However, to date, there is still limited research specifically testing the model of these three stressor variables in this young worker demographic. Based on the theoretical rationale, research gaps, and empirical phenomena described, the author intends to conduct a study entitled "The Effect of Workplace Bullying and Job Insecurity on Turnover Intention among Gen Z Employees in Yogyakarta with Burnout as a Mediating Variable."

LITERATURE REVIEW

Job Demands-Resources Theory

This research uses the Job Demands-Resources (JD-R) Theory framework which was developed comprehensively by Bakker and Demerouti. (Bakker & Demerouti, 2007). According to the JD-R theory, every job has unique risk factors associated with job stress, and all aspects of the workplace may be conceptually divided into two broad categories: job demands and job resources. The physical, psychological, social, and organizational aspects of a job that necessitate constant cognitive and emotional effort are referred to as job demands. As a result, these characteristics are invariably linked to certain sacrifices or psychological costs.

In the context of this research, workplace bullying and job insecurity are theoretically positioned as psychosocial and destructive job demands. Workplace bullying represents interpersonal demands where employees must face social

pressure and hostility from their work environment. On the other hand, job insecurity is a form of organizational demand that creates long-term threats, worries, and uncertainties regarding career sustainability. These two negative conditions cumulatively require employees to continuously drain their mental and emotional energy in an effort to survive and adapt to a stressful work environment.

Based on the central proposition of the JD-R Theory, prolonged exposure to high work demands activates a psychological mechanism known as the health impairment process. When employees are continually exposed to intense workplace bullying and the threat of job insecurity, their psychological energy reserves are slowly depleted. This energy depletion, if not accompanied by adequate recovery time or support, ultimately leads to extreme emotional and physical exhaustion, known as burnout. Thus, the JD-R Theory framework provides a fundamental justification for explaining the process of burnout as a direct result of the high work demands experienced by employees.

Theory of Planned Behavior

In addition to the Job Demands-Resources (JD-R) Theory, this study also adopted the Theory of Planned Behavior (TPB) proposed by Ajzen(1991), to complement the theoretical foundation, particularly in explaining the final stages of the conceptual model. The TPB theory explains that behavioral intention is the strongest predictor of an individual's actual behavior. According to Ajzen, this intention is formed through three main cognitive determinants: attitude toward the behavior, subjective norm, and perceived behavioral control. Fundamentally, this theory asserts that the stronger a person's intention to engage in an action, the greater the probability that the action will be realized into actual behavior.

In the context of organizational behavior, several previous studies have used TPB as a lens to view employee attitudes towards leaving the company (Abet et al., 2024; Raj et al., 2022). This proves that TPB is highly relevant for analyzing the decision-making mechanisms of employees who wish to leave a company. Turnover intention is positioned as a behavioral intention, while the actual decision to physically resign is positioned as actual turnover behavior. Employees who have been exposed to destructive psychological conditions such as extreme fatigue (burnout) due to high work demands will slowly form negative attitudes and evaluations of their work. This negative evaluation then crystallizes into a planned, conscious, and deliberate intention to withdraw from their organizational environment.

Therefore, based on the TPB perspective, turnover intention is not merely a momentary emotional complaint, but rather a planned cognitive process that functions as the final stage before employees actually resign. Through the integration of JD-R Theory and TPB, this study has a complete framework: pressure from the work environment (workplace bullying and job insecurity) triggers psychological exhaustion (burnout), which then culminates in the formation of a conscious intention to leave (turnover intention). Based on TPB theory, this planned intention is ultimately the main trigger for actual employee turnover in the field.

Based on the integration of Job Demands-Resources Theory (JD-R) and Theory of Planned Behavior (TPB), this study develops seven hypotheses that test the direct influence of workplace bullying and job insecurity on burnout and turnover intention, as well as testing the role of burnout as a mediating variable. H1: Workplace bullying has a positive and significant effect on turnover intention among Generation Z employees in Yogyakarta.

H2: Job insecurity has a positive and significant effect on turnover intention among Generation Z employees in Yogyakarta.

H3: Workplace bullying has a positive and significant effect on burnout among Generation Z employees in Yogyakarta.

H4: Job insecurity has a positive and significant effect on burnout among Generation Z employees in Yogyakarta.

H5: Burnout has a positive and significant effect on turnover intention among Generation Z employees in Yogyakarta.

H6: Burnout mediates the effect of workplace bullying on turnover intention among Generation Z employees in Yogyakarta.

H7: Burnout mediates the effect of job insecurity on turnover intention among Generation Z employees in Yogyakarta.

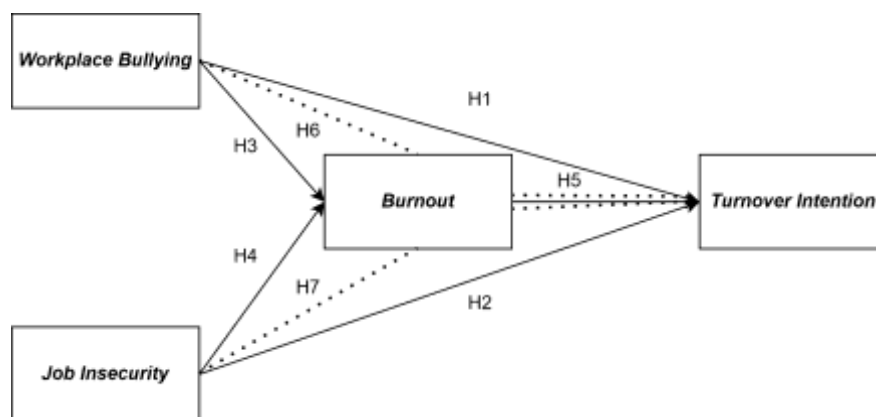


Figure 1. Research Framework

METHODOLOGY

The approach used in this research is a quantitative approach. This quantitative approach was chosen because this research aims to test objective theories by examining the relationships between variables, where the data collected is numerical and analyzed using statistical procedures (Bougie & Sekaran, 2020). Quantitative research is a systematic and structured scientific research method in collecting and analyzing data in the form of numbers (Bougie & Sekaran, 2020). Through this approach, complex psychosocial phenomena such as workplace bullying, job insecurity, and emotional exhaustion can be measured precisely using structured instruments. The results of the statistical analysis are then used to draw conclusions that are objective, measurable, and generalizable to a broader population framework. Since this study focuses on the phenomena of workplace bullying, job insecurity, burnout, and turnover intention in Generation Z, the target population in this study is all full-time Generation Z employees in the Yogyakarta area.

Sampling in this study was conducted using a non-probability method, specifically using purposive sampling. Purposive sampling is a non-probability sampling technique in which researchers intentionally select members of a population based on specific criteria, considerations, or characteristics deemed relevant to the research objectives (Bougie & Sekaran, 2020). Meanwhile, the research design applied is explanatory research, or causality research. An explanatory design is used because the primary focus of the research is not simply to describe a phenomenon, but rather to prove the causal relationship or impact between the variables formulated in the hypothesis (Creswell & Creswell, 2023). Specifically, this design was applied to test the direct impact of workplace bullying and job insecurity on turnover intention, as well as to comprehensively evaluate the role of burnout as a psychological mechanism mediating the relationship within the structural model.

Data analysis was performed using Partial Least Squares-Structural Equation Modeling (PLS-SEM) with the help of SmartPLS software. Model evaluation was carried out in two stages, namely evaluation of the measurement model (outer model) and evaluation of the structural model (inner model). Evaluation of the outer model includes testing convergent validity, discriminant validity, and construct reliability. Convergent validity was evaluated through the outer loading value and Average Variance Extracted (AVE). An indicator is declared to meet convergent validity if the outer loading value is more than 0.70, while the AVE value must be more than 0.50. Meanwhile, discriminant validity was evaluated using the Heterotrait-Monotrait Ratio (HTMT) with a value limit below 0.90. In addition, discriminant validity was also examined through the Fornell-Larcker criteria. Construct reliability was evaluated using Composite Reliability and Cronbach's Alpha, with a value of more than 0.70 as an adequate reliability criterion.

The inner model was evaluated through collinearity testing, coefficient of determination (R^2), and hypothesis testing. Significance testing of the relationship between variables was performed using a bootstrapping procedure with 5,000 subsamples. The hypothesis was declared supported if p-values were <0.05 and t-statistics >1.96 . Direct effect testing was used to test H1 to H5, while indirect effect testing was used to test H6 and H7 as mediating relationships between Burnout.

Table 1. Respondent Characteristics

Demographic variables	N	%
<i>Gender</i>		
Male	32	18.8
Female	138	81.2
<i>Status</i>		
Permanent employees	99	58.2
Contract Employee (PKWT)	71	41.8
<i>Length of Service</i>		
1-3 years	161	94.7
>3 years	9	5.3
<i>Age</i>		

Demographic variables	N	%
14-20 years	6	3.5
21-26 years	160	94.1
> 26 years	4	2.4

Source: Data processing (2026) or other relevant sources

RESEARCH RESULTS AND DISCUSSION

The Effect of Workplace Bullying on Turnover Intention (H1)

The results of the first hypothesis test (H1) showed that workplace bullying had a positive and significant effect on turnover intention ($\beta = 0.296$; $p = 0.000$). This finding indicates that the higher the intensity of workplace bullying experienced by Generation Z employees in the workplace, the stronger their intention to leave the organization. This result is in line with the perspective of the Theory of Planned Behavior (Ajzen, 1991), where exposure to repeated negative behaviors forms a negative attitude towards work and the organization, then encourages the formation of behavioral intentions to leave.

These findings are consistent with previous research conducted by Malola et al. (2024), which found that workplace bullying has a direct and significant effect on increasing turnover intention among employees in various sectors. Similar results were also confirmed by Atingabili et al. (2025) on healthcare workers in Ghana and Ren and Kim (2023) on nurses in China, who confirmed that workplace bullying is a strong direct predictor of employee turnover intention. These findings emphasize that self-protection mechanisms are a natural psychological response when employees face a psychologically unsafe work environment. Generation Z employees, known to have a low tolerance for toxic environments (Thanawat et al., 2025), tend to make decisions to leave more quickly as a form of self-preservation from psychological stress. Thus, the first hypothesis (H1), which states that workplace bullying has a positive effect on turnover intention, is accepted.

The Effect of Job Insecurity on Turnover Intention (H2)

The results of the second hypothesis test (H2) indicate that job insecurity has a positive and significant effect on turnover intention ($\beta = 0.227$; $p = 0.001$). This finding confirms that uncertainty regarding job continuity directly drives Generation Z employees to plan their resignation. Within the Theory of Planned Behavior framework, the perceived threat of job loss forms a negative cognitive evaluation of their future career, which then triggers behavioral intentions to seek safer employment alternatives.

The results of this study align with the findings of Susilowati et al. (2024), who demonstrated that job insecurity has a significant direct effect on turnover intention among non-civil servant employees in Indonesia. Similar empirical evidence was also found by Balz and Schuller (2021), who showed that job insecurity encourages employees to proactively explore the labor market. However, the findings of this study differ from the results of the study by Darma and Herachwati (2024), who found that job insecurity had no significant effect on turnover intention in the context of employees with a strong organizational

culture. This difference can be explained by the characteristics of the respondents in this study, who were all Generation Z, a generation known to be more sensitive to the threat of career uncertainty and have lower organizational loyalty than previous generations (Řehoř et al., 2025; Zain et al., 2025). Thus, the second hypothesis (H2), which states that job insecurity has a positive effect on turnover intention, is accepted.

The Effect of Workplace Bullying on Burnout (H3)

The results of the third hypothesis test (H3) proved that workplace bullying has a positive and significant effect on burnout ($\beta = 0.325$; $p = 0.000$). This finding supports the proposition of the Job Demands-Resources Theory (Bakker & Demerouti, 2007) that workplace bullying in the workplace is a psychosocial and destructive job demand. When employees are constantly exposed to intimidating and ostracizing behavior, their emotional energy reserves are depleted and lead to extreme burnout syndrome. This finding is also supported by research by Ghaed et al. (2025) on nurses in Iran, which showed that workplace bullying directly increases burnout levels. Similar results were confirmed by Das et al. (2025) in the hospitality sector and Kim et al. (2020) on clinical nurses, who confirmed that workplace bullying in the workplace has the strongest impact on the dimension of emotional exhaustion.

These findings confirm that the health impairment process described in the JD-R Theory works effectively in the context of Generation Z employees. Interpersonal bullying demands a significant sacrifice of mental energy, thus triggering emotional exhaustion more quickly in this generation, which has a high awareness of mental health issues. Thus, the third hypothesis (H3) stating that workplace bullying has a positive effect on burnout is accepted.

The Effect of Job Insecurity on Burnout (H4)

The results of the fourth hypothesis test (H4) showed that job insecurity had no significant effect on burnout ($\beta = 0.103$; $p = 0.200$). This finding does not support the proposed hypothesis and differs from several previous studies that found a significant relationship between the two variables (Gharbf, 2025; Laily et al., 2020; Peng & Potipiroon, 2022). The insignificant effect of job insecurity on burnout in this study suggests the existence of more complex psychological mechanisms in the context of Generation Z employees.

One possible explanation is the characteristics of Generation Z, which has a higher level of adaptability and optimism in the face of career uncertainty. As a generation that grew up amidst economic disruption and global crises, Generation Z tends to develop stronger resilience to the threat of job insecurity (Mahmoud et al., 2021). This means that although they feel uncertainty about the future of their work, these worries are not strong enough to deplete emotional energy reserves to the point of burnout. This finding can also be explained by the presence of psychological capital (optimism, self-efficacy, resilience, and hope) which is significantly higher in young people who have just entered the workforce, as evidenced by Abou Zeid and Ibrahim (2026) who found that psychological capital can moderate the impact of stressors on burnout. From the

perspective of Job Demands-Resources Theory, job insecurity is indeed a job demand, but its impact on health decline only occurs when these demands are continuous and exceed the employee's resources (Bakker and Demerouti, 2007). For Generation Z employees who have just entered the workforce, their relatively short tenure and high personal resources (psychological capital) mean that these demands are not yet sufficient to drain energy reserves, so that the health impairment process has not yet been actualized. Meanwhile, within the framework of the Theory of Planned Behavior, job insecurity is processed more through cognitive evaluation of work conditions than through emotional reactions, so that the resulting behavioral intentions are more directed towards seeking alternative employment rather than emotional exhaustion. Thus, the fourth hypothesis (H4) stating that job insecurity has a positive effect on burnout is rejected.

The Effect of Burnout on Turnover Intention (H5)

The results of testing the fifth hypothesis (H5) showed that burnout did not significantly influence turnover intention ($\beta = 0.116$; $p = 0.118$). This finding does not support the proposed hypothesis and contradicts the majority of literature that states burnout is the main predictor of employee turnover intention (Asghar & Zulfiqar, 2026; Gharbf, 2025; Sulistyono et al., 2025).

This insignificant result can be explained through several perspectives. First, the low R^2 value for burnout (14.2%) indicates that the level of burnout among respondents in this study is still considered high enough to significantly drive turnover intention. Second, the descriptive analysis results show that burnout is in the moderate category, meaning respondents have not yet reached the point of extreme exhaustion that triggers withdrawal behavior. This finding aligns with research by Santi et al. (2020), which found that burnout does not have a significant direct effect on turnover intention in certain contexts. Furthermore, Generation Z is known to be a generation that is more vocal in expressing mental health needs (Shin and Kim, 2024; Cloninger et al., 2023) and is more likely to seek psychological support or recovery leave before reaching the decision to leave. This suggests that burnout does not immediately trigger turnover intention in Generation Z without going through a longer cognitive deliberation mechanism. Another possibility is the presence of moderating variables not tested in this study, such as social support or job satisfaction, which may weaken the direct relationship between burnout and turnover intention.

Within the framework of Job Demands-Resources Theory, Burnout only encourages withdrawal behavior when the process of declining health occurs over a long period and is not balanced by adequate resources; in this study's respondents, the level of burnout was still in the moderate category, indicating that the process had not yet reached the threshold that triggers turnover intention. Furthermore, in the Theory of Planned Behavior, turnover intention is shaped by attitudes, subjective norms, and perceived behavioral control. Burnout that is not yet severe is not strong enough to form a decisive negative attitude, so its influence on turnover intention is insignificant. Thus, the fifth hypothesis (H5) which states that burnout has a positive effect on turnover intention is rejected.

The Mediating Role of Burnout in the Influence of Workplace Bullying on Turnover Intention (H6)

The results of testing the sixth hypothesis (H6) indicate that burnout does not mediate the effect of workplace bullying on turnover intention ($\beta = 0.038$; $p = 0.125$). This finding does not support the proposed hypothesis and differs from previous studies that found a significant mediating role for burnout (Asghar & Zulfiqar, 2026; Biswakarma et al., 2024; Ribeiro et al., 2024). The insignificant mediation effect in this study indicates that in the context of Generation Z employees, the mechanism of workplace bullying's influence on turnover intention tends to be direct and does not require the presence of emotional exhaustion as an antecedent.

The theoretical explanation for this finding is the unique characteristic of Generation Z, which has a very low tolerance threshold for unfair work environments (Valentine et al., 2023). When faced with workplace bullying behavior, Generation Z tends to make the decision to leave immediately without going through a phase of deep emotional exhaustion. This is reinforced by the findings of Park and Lee (2022), who showed that in younger generations, the direct effect of workplace bullying on turnover intentions is often more dominant than the mediating effect through burnout. In other words, Generation Z employees choose to "leave early" as a proactive self-protection strategy before their psychological condition worsens. This finding adds to the literature by suggesting that the full mediation as found by Ribeiro et al. (2024) in workers in Portugal may not be universally applicable, but rather highly dependent on demographic and generational contexts.

This finding is in line with the logic of the Job Demands-Resources Theory that the effect of job demands on output can occur directly through motivational pathways or indirectly through health-decreasing pathways; in the context of Generation Z, the direct pathway is more dominant due to the low tolerance threshold for injustice. From the perspective of the Theory of Planned Behavior, negative attitudes towards the organization formed due to workplace bullying are strong enough to form turnover intentions directly, without requiring the formation of emotional exhaustion as an antecedent. Thus, the sixth hypothesis (H6) which states that burnout mediates the effect of workplace bullying on Turnover Intention is rejected.

The Mediating Role of Burnout in the Influence of Job Insecurity on Turnover Intention (H7)

The results of testing the seventh hypothesis (H7) indicate that burnout does not mediate the effect of job insecurity on turnover intention ($\beta = 0.012$; $p = 0.408$). This finding does not support the proposed hypothesis and differs from research by Gharbf (2025) and Laily et al. (2020), which found a significant mediation effect on this pathway.

The insignificance of this mediation effect can be explained by two key previous findings: first, job insecurity had no significant effect on burnout (H4 was not supported); second, burnout had no significant effect on turnover intention (H5 was not supported). The combination of these two insignificant

paths logically results in an insignificant mediation effect. This suggests that in the context of Generation Z, job insecurity and turnover intention are not linked through an emotional exhaustion mechanism, but rather through a more direct cognitive pathway. Within the Job Demands-Resources Theory framework, the absence of this mediation effect is consistent with the inactivity of the health impairment process in both of its constituent pathways, namely the influence of Job Insecurity on Burnout and the influence of burnout on turnover intention, which are both insignificant. Meanwhile, in the Theory of Planned Behavior, the influence of job insecurity on turnover intention is mediated more by rational cognitive evaluations of career prospects than emotional states, so the mediation mechanism through burnout is not proven in the context of Generation Z.

From the perspective of Generation Z, when they feel the threat of losing their jobs, the response that emerges is not emotional exhaustion first, but rather a rational calculation regarding career prospects in a more stable place. (Barhate et al., 2025). The pragmatic characteristics of Generation Z documented by Parry and Battista (2019) indicate that they tend to make career decisions based on rational evaluation of market opportunities rather than emotional responses. Thus, the direct effect of job insecurity on turnover intention (H2 supported) reflects more of a rational cognitive mechanism than the health impairment process proposed in the JD-R Theory. Therefore, the seventh hypothesis (H7) stating that burnout mediates the effect of job insecurity on turnover intention is rejected.

Managerial Implications

Practically, the results of this study imply that efforts to prevent turnover intention among Generation Z employees should focus on creating a bullying-free work environment and transparently managing job insecurity. Curative interventions for burnout may be less effective if not accompanied by preventive efforts to address the primary sources of stress, namely workplace bullying and job insecurity.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the Structural Equation Modeling-Partial Least Squares (SEM-PLS) analysis, this study concluded that workplace bullying and job insecurity were proven to be significant direct predictors in increasing turnover intention among Generation Z employees in the Special Region of Yogyakarta. This finding confirms that exposure to an intimidating work environment and high career uncertainty directly triggers Generation Z employees' intention to leave the company. In addition, workplace bullying was proven to have a positive and significant effect on increasing burnout, while job insecurity did not show a significant effect on burnout. Furthermore, the results of the study revealed that burnout did not have a significant effect on turnover intention, and was not proven to act as a mediating variable in the relationship between workplace bullying and job insecurity on turnover intention. This indicates that Generation Z's decision to leave the organization is driven more by cognitive evaluation mechanisms and direct reactions to work environment

stressors (such as bullying and job insecurity) rather than through a path of declining psychological health or emotional exhaustion (burnout).

ADVANCED RESEARCH

The present investigation is characterized by certain constraints that warrant careful consideration during the interpretation of its findings. First, the cross-sectional study design does not allow for longitudinal causal inference. Second, the use of primary data through self-administered questionnaires is susceptible to respondent perception bias. Third, the relatively low R^2 values for burnout (14.2%) and turnover intention (24.2%) indicate that many other variables outside the model influence these constructs, such as organizational support, job satisfaction, and organizational commitment. Future research is recommended to adopt a longitudinal design and consider additional moderator or mediator variables to gain a more comprehensive understanding of the dynamics of turnover intention among Generation Z.

REFERENCES

- Abet, Z., Mohd Anuar, M. A., Arshad, M. M., & Ismail, I. A. (2024). Factors affecting turnover intention of nigerian employees: The moderation effect of organizational commitment. *Heliyon*, 10(1), e23087. <https://doi.org/10.1016/j.heliyon.2023.e23087>
- Abou Zeid, M. A. G., & Ibrahim, I. A. (2026). The moderating role of psychological capital in the relationship between workplace bullying and job burnout among nurses in saudi arabia: A cross-sectional study. *Belitung Nursing Journal*, 12(2), 130–137. <https://doi.org/10.33546/bnj.4404>
- Ajzen, I. (1991). The theory of planned behavior. *Organizational Behavior and Human Decision Processes*, 50(2), 179–211. [https://doi.org/10.1016/0749-5978\(91\)90020-T](https://doi.org/10.1016/0749-5978(91)90020-T)
- Asghar, S., & Zulfiqar, N. (2026). Workplace bullying and turnover intention among industrial employees: Job burnout as a mediator. *International Journal of Organizational Analysis*, 34(1), 127–142. <https://doi.org/10.1108/IJOA-01-2025-5144>
- Atingabili, S., Chen, H., Arboh, F., Mensah, I. A., Kewou, N. Y. N., & Maalisuo, B. S. (2025). Exposure to workplace bullying and nurses' turnover intentions nexus: A moderation-mediation analysis. *BMC Psychology*, 13(1). <https://doi.org/10.1186/s40359-025-03008-0>
- Badan Pusat Statistik. (2021, January 30). *Penduduk Berumur 15 Tahun ke Atas Menurut Provinsi dan Jenis Kegiatan Selama Seminggu Terakhir, 2025 – Tabel Statistik*. <https://www.bps.go.id/id/statistics-table/3/VUVKUFpHeGpjVXh2V1dka1dtRkxSVXBaYW5KUVVUMDkjMw==/penduduk-berumur-15-tahun-ke-atas-menurut-provinsi-dan-jenis-kegiatan-selama-seminggu-yang-lalu--2020.html?year=2020>
- Bakker, A. B., & De Vries, J. D. (2021). Job demands–resources theory and self-regulation: New explanations and remedies for job burnout. *Anxiety*,

- Stress, & Coping, 34(1), 1–21.
<https://doi.org/10.1080/10615806.2020.1797695>
- Bakker, A. B., & Demerouti, E. (2007). The job demands-resources model: State of the art. *Journal of Managerial Psychology*, 22(3), 309–328.
<https://doi.org/10.1108/02683940710733115>
- Balz, A., & Schuller, K. (2021). Always looking for something better? The impact of job insecurity on turnover intentions: Do employables and irreplaceables react differently? *Economic and Industrial Democracy*, 42(1), 142–159. <https://doi.org/10.1177/0143831X18757058>
- Barhate, B., Winton, B. G., & Maugh Funderburk, C. (2025). The mediating role of career resilience on Gen Z's emotional intelligence and career outcomes. *European Journal of Training and Development*, 49(5/6), 475–492.
<https://doi.org/10.1108/EJTD-01-2024-0014>
- Biswakarma, G., Aithal, P. S., Singh, S. K., Gnawali, A., & Ghimire, J. (2024). Workplace bullying and employees' turnover intention in hospitality industry: Evidence of Nepal. *Cogent Business and Management*, 11(1).
<https://doi.org/10.1080/23311975.2024.2317197>
- Bougie, R., & Sekaran, U. (2020). *Research methods for business: A skill-building approach* (Eighth edition). John Wiley & Sons, Inc.
- Clercq, D. D., Fatima, T., & Jahanzeb, S. (2022). Bullying and turnover intentions: How creative employees overcome perceptions of dysfunctional organizational politics. *Personnel Review*, 51(9), 2239–2260.
<https://doi.org/10.1108/PR-05-2020-0326>
- Cloninger, C. R., Stoyanov, D., Stoyanova, K. K., & Stutzman, K. K. (2023). Empowerment of health professionals: Promoting well-being and overcoming burn-out. In J. E. Mezzich, W. J. Appleyard, P. Glare, J. Snaedal, & C. R. Wilson (Eds.), *Person Centered Medicine* (pp. 703–723). Springer International Publishing. https://doi.org/10.1007/978-3-031-17650-0_42
- Creswell, J. W., & Creswell, J. D. (2023). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches* (6th ed.). SAGE.
- Das, U., Bhatti, K. K., Singel, R., & Singh, R. K. (2025). Impact of workplace bullying on employee well-being and job burnout in hospitality sector: Empirical evidence. *International Journal of Learning and Change*, 17(3), 311–331. <https://doi.org/10.1504/IJLC.2025.148010>
- De Witte, H. (2005). Job insecurity: Review of the international literature on definitions, prevalence, antecedents and consequences. *SA Journal of Industrial Psychology*, 31(4). <https://doi.org/10.4102/sajip.v31i4.200>
- De Witte, H., & Näswall, K. (2003). 'Objective' vs 'subjective' job insecurity: Consequences of temporary work for job satisfaction and organizational commitment in four European countries. *Economic and Industrial Democracy*, 24(2), 149–188.
<https://doi.org/10.1177/0143831X03024002002>
- Duda, J., & Žůrková, L. (2013). Costs of employee turnover. *Acta Universitatis Agriculturae et Silviculturae Mendelianae Brunensis*, 61(7), 2071–2075.
<https://doi.org/10.11118/actaun201361072071>

- Einarsen, S., Hoel, H., & Notelaers, G. (2009). Measuring exposure to bullying and harassment at work: Validity, factor structure and psychometric properties of the Negative Acts Questionnaire-Revised. *Work & Stress*, 23(1), 24–44. <https://doi.org/10.1080/02678370902815673>
- Einarsen, S. V., Hoel, H., Zapf, D., & Cooper, C. L. (Eds.). (2020). *Bullying and harassment in the workplace: Theory, research and practice* (3rd ed.). CRC Press. <https://doi.org/10.1201/9780429462528>
- Emillia, R. H., Rahmah, A. H., & Hadiyanti, S. U. E. (2024). Turnover intention pada pekerja pria generasi z di kota samarinda. *JIMFE (Jurnal Ilmiah Manajemen Fakultas Ekonomi)*, 10(2), 185. <https://doi.org/10.34203/jimfe.v10i2.10139>
- Ferreira, L., & Almeida, C. (2015). Employee turnover and organizational performance: A study of the Brazilian retail sector. *Brazilian Business Review*, 12(4), 27–56. <https://doi.org/10.15728/bbr.2015.12.4.2>
- Gaan, N., & Shin, Y. (2023). Generation Z software employees turnover intention. *Current Psychology*, 42(31), 27344–27359. <https://doi.org/10.1007/s12144-022-03847-9>
- Galanis, P., Moisoglou, I., Katsiroumpa, A., Gallos, P., Kalogeropoulou, M., Meimeti, E., Vraha, I., Clinical Epidemiology Laboratory, Faculty of Nursing, National and Kapodistrian University of Athens, Athens, Greece, Faculty of Nursing, University of Thessaly, Larissa, Greece, Third Regional Health Authority of Macedonia, Thessaloniki, Greece, & Department of Radiology, P & A Kyriakou Children's Hospital, Athens, Greece. (2025). Workload increases nurses' quiet quitting, turnover intention, and job burnout: Evidence from Greece. *AIMS Public Health*, 12(1), 44–55. <https://doi.org/10.3934/publichealth.2025004>
- Galanis, P., Moisoglou, I., Katsiroumpa, A., & Sourtzi, P. (2024). Impact of workplace bullying on job burnout and turnover intention among nursing staff in Greece: Evidence after the COVID-19 pandemic. *AIMS Public Health*, 11(2), 614–627. <https://doi.org/10.3934/publichealth.2024031>
- Ghaed, L., Sadeghi, A., Tapak, L., & Purfarzad, Z. (2025). Relationship between workplace bullying, burnout and organizational cynicism in Iranian nurses: A cross-sectional study. *International Journal of Bullying Prevention*. <https://doi.org/10.1007/s42380-025-00300-w>
- Gharbf, H. (2025). Bending without breaking: An examination of hotel workers' resilience in the face of job insecurity and burnout. *Journal of Mind and Behavior*, 46(2), 158–180.
- Greenhalgh, L., & Rosenblatt, Z. (1984). Job insecurity: Toward conceptual clarity. *The Academy of Management Review*, 9(3), 438. <https://doi.org/10.2307/258284>
- Islam, M. S., Ahmed, A. K., Azizzadeh, F., Shamsi, T., Zupok, S., Dyrka, S., Soboń, D., & Elvis Massey, V. (2023). Workplace bullying causes employee turnover: A responsible human resource management approach. *The International Journal of Organizational Diversity*, 23(2), 17–36. <https://doi.org/10.18848/2328-6261/CGP/v23i02/17-36>

- Karnadi, A. (2022, April 22). *Survei: 84% Pekerja RI Berencana Resign 6 Bulan ke Depan*. Data Indonesia: Data Indonesia for Better Decision. <https://dataindonesia.id/tenaga-kerja/detail/survei-84-pekerja-ri-berencana-resign-6-bulan-ke-depan>
- Laily, N., Setyorini, N., Rahayu, R., Rochdianingrum, W. A., & Lestariningsih, M. (2020). Burnout moderation: Job insecurity and turnover intention. *International Journal of Innovation, Creativity and Change*, 12(6), 573–583.
- Mahmoud, A. B., Reisel, W. D., Fuxman, L., & Mohr, I. (2021). A motivational standpoint of job insecurity effects on organizational citizenship behaviors: A generational study. *Scandinavian Journal of Psychology*, 62(2), 267–275. <https://doi.org/10.1111/sjop.12689>
- Malola, P., Desrumaux, P., Dose, E., & Jeoffrion, C. (2024). The Impact of Workplace Bullying on Turnover Intention and Psychological Distress: The Indirect Role of Support from Supervisors. *International Journal of Environmental Research and Public Health*, 21(6), 751. <https://doi.org/10.3390/ijerph21060751>
- Maslach, C. (2015). Burnout, Psychology of. In J. D. Wright (Ed.), *International Encyclopedia of the Social & Behavioral Sciences: Second Edition* (pp. 929–932). Elsevier Inc. <https://doi.org/10.1016/B978-0-08-097086-8.26009-1>
- Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. *Annual Review of Psychology*, 52(1), 397–422. <https://doi.org/10.1146/annurev.psych.52.1.397>
- Michael Page Indonesia. (2021, April 14). *Employment in Indonesia Recovers as 41% of Companies Increase Headcount in 2021: Survey* | Michael Page Indonesia. Michael Page - Jobs and Recruitment Agency in Indonesia.
- Mobley, W. H. (1977). Intermediate linkages in the relationship between job satisfaction and employee turnover. *Journal of Applied Psychology*, 62(2), 237–240. <https://doi.org/10.1037/0021-9010.62.2.237>
- Mobley, W. H. (1982). *Employee turnover: Causes, consequences, and control*. Addison-Wesley.
- Mobley, W. H., Horner, S. O., & Hollingsworth, A. T. (1978). An evaluation of precursors of hospital employee turnover. *Journal of Applied Psychology*, 63(4), 408–414. <https://doi.org/10.1037/0021-9010.63.4.408>
- Morrell, K. M., Loan-Clarke, J., & Wilkinson, A. J. (2004). Organisational change and employee turnover. *Personnel Review*, 33(2), 161–173. <https://doi.org/10.1108/00483480410518022>
- Noopur, & Burman, R. (2021). Role of perceived HRM toward workplace bullying and turnover intention: Mediating role of resilience and psychological health. *Asia-Pacific Journal of Business Administration*, 13(4), 433–451. <https://doi.org/10.1108/APJBA-12-2020-0448>
- Novianty, S., Ananta, A. F., Putri, V. A., & Pangestoeti, W. (2025). Fenomena resign massal dan pengangguran terselubung di kalangan gen Z: Tinjauan ekonomi publik di indonesia. *Masip: Jurnal Manajemen Administrasi Bisnis Dan Publik Terapan*, 3(2), 205–215. <https://doi.org/10.59061/masip.v3i2.1064>

- Nurdiana, I., Elyatin, L., & Safitri, R. (2021). The Effect of Workplace Bullying and Job Satisfaction on Turnover Intention of Employee. *Management and Economics Journal (MEC-J)*, 5(3), 221–230. <https://doi.org/10.18860/mec-j.v5i3.12588>
- Park, S. K., Rhee, M.-K., & Lee, S. W. (2021). The effects of job demands and resources on turnover intention: The mediating roles of emotional exhaustion and depersonalization. *Work*, 70(1), 301–309. <https://doi.org/10.3233/WOR-213574>
- Parry, E., & Battista, V. (2019). Generation Z in the UK: More of the same - high standards and demands. In C. Scholz & A. Rennig (Eds.), *Generations Z in Europe: Inputs, Insights and Implications* (pp. 89–107). Emerald Group Publishing Ltd. <https://doi.org/10.1108/978-1-78973-491-120191013>
- Peng, B., & Potipiroon, W. (2022). The effect of job insecurity on bank employees' job stress and job burnout during COVID-19: A moderated mediation model. *ABAC Journal*, 42(3), 38–56.
- Prem, R., Kubicek, B., Diestel, S., & Korunka, C. (2016). Regulatory job stressors and their within-person relationships with ego depletion: The roles of state anxiety, self-control effort, and job autonomy. *Journal of Vocational Behavior*, 92, 22–32. <https://doi.org/10.1016/j.jvb.2015.11.004>
- Raj, S., Lascu, D. N., Nijjer, S., & Ongsakul, V. (2022). Individual differences and turnover intentions: Perspectives from the Indian IT industry. *J. for Global Business Advancement*, 15(2), 155. <https://doi.org/10.1504/JGBA.2022.10052958>
- Řehoř, P., Vrchota, J., Maříková, M., & Klarner, L. (2025). Work motivation of Generation Z in the Czech Republic. *Zbornik Radova Ekonomskog Fakulteta u Rijeci / Proceedings of Rijeka Faculty of Economics*, 43(2), 443–464. <https://doi.org/10.18045/zbefri.2025.2.4>
- Reslan, F. B., Hassanie, S., Uludag, O., BouKarroum, S., & Jabbour Al Maalouf, N. (2025). Toxic work environment: The impact of toxic leadership and workplace bullying on employees' innovative work behavior and affective commitment. *Cogent Business & Management*, 12(1), 2498068. <https://doi.org/10.1080/23311975.2025.2498068>
- Ribeiro, N., Gomes, D., Gomes, G. P., Ullah, A., Dias Semedo, A. S., & Singh, S. (2024a). Workplace bullying, burnout and turnover intentions among Portuguese employees. *International Journal of Organizational Analysis*, 32(10), 2339–2356. <https://doi.org/10.1108/IJOA-09-2023-3980>
- Ribeiro, N., Gomes, D., Gomes, G. P., Ullah, A., Dias Semedo, A. S., & Singh, S. (2024b). Workplace bullying, burnout and turnover intentions among Portuguese employees. *International Journal of Organizational Analysis*, 32(10), 2339–2356. <https://doi.org/10.1108/IJOA-09-2023-3980>
- Ribeiro, N., Semedo, A. S., Gomes, D., Bernardino, R., & Singh, S. (2022). The effect of workplace bullying on burnout: The mediating role of affective well-being. *Management Research Review*, 45(6), 824–840. <https://doi.org/10.1108/MRR-07-2021-0514>
- Shin, H., & Kim, S. (2024). Factors influencing anxiety in MZ generation workers: Occupational stress, social problem solving, work as meaning, and work-

- life balance. *Journal of Korean Academy of Psychiatric and Mental Health Nursing*, 33(3), 262–272. <https://doi.org/10.12934/jkpmhn.2024.33.3.262>
- Shoss, M. K. (2017). Job insecurity: An integrative review and agenda for future research. *Journal of Management*, 43(6), 1911–1939. <https://doi.org/10.1177/0149206317691574>
- Sulistyo, B., Iqbal, M., & Damayanti, N. (2025). Toward sustainable workforce retention: Exploring burnout, rewards, and job satisfaction in digitally transformed organizations. *Proc. - Int. Conf. Informatics, Multimed., Cyber Inf. Syst., ICIMCIS*, 242–247. <https://doi.org/10.1109/ICIMCIS68501.2025.11327171>
- Susilowati, S., Ridloah, S., Humaira, H., & Putri, V. W. (2024). Job insecurity, burnout and turnover intention: The mediating role of basic psychological needs satisfaction in non civil servants personnel. *East African Scholars Journal of Economics, Business and Management*, 7(04), 94–105. <https://doi.org/10.36349/easjebm.2024.v07i04.002>
- Tett, R. P., & Meyer, J. P. (1993). Job satisfaction, organizational commitment, turnover intention, and turnover: Path analyses based on meta-analytic findings. *Personnel Psychology*, 46(2), 259–293. <https://doi.org/10.1111/j.1744-6570.1993.tb00874.x>
- Thanawat, H., Nuttchana, F., Kornwika, H., & Pattama, P. C. (2025). Generational differences and organizational toxic workplace in teachers in the eastern economic corridor area of Thailand. *Journal of UOEH*, 47(4), 171–180. <https://doi.org/10.7888/juoeh.47.171>
- Valentine, S. R., Meglich, P. A., & Giacalone, R. A. (2023). Filling a theoretical “black box” between workplace bullying and poor attitudes: Psychological contract violation, work injustice, and negative environmental contagion. *Employee Responsibilities and Rights Journal*, 35(1), 51–76. <https://doi.org/10.1007/s10672-021-09399-7>
- Wirawan, H., Salam, R., Normawati, N., Paramarta, V., & Sunarsi, D. (2023). Predicting turnover intention in Indonesian public organisations: Investigating the effect of citizen and workplace incivility, and job insecurity. *International Journal of Public Sector Management*, 36(4/5), 365–381. <https://doi.org/10.1108/IJPSM-06-2021-0141>
- Zain, K. N., Ardiansyah, R. P., & Fachrunnisa, O. (2025). Bridging generations: Aligning HRM with generation Z's expectations for organizational success - a systematic literature review. In *Lecture Notes on Data Engineering and Communications Technologies* (Vol. 261, pp. 131–143). Springer Science and Business Media Deutschland GmbH. https://doi.org/10.1007/978-3-031-96096-3_13
- Zuad, K. K., & Guspa, A. (2023). Kontribusi kepuasan kerja terhadap turnover intention pada karyawan swasta milenial. *Innovative: Journal Of Social Science Research*, 3(3), 9747–9753.