

THE ROLE OF QUARTER LIFE CRISIS AND TRANSFORMATIONAL LEADERSHIP IN TURNOVER INTENTION AMONG GENERATION Z IN BANDUNG CITY

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ABSTRACT

Turnover intention The impact of Generation Z employees is an increasingly pressing issue in human resource management, as this generation tends to leave organizations more easily than previous generations. This study aims to describe quarter life crisis, transformational leadership, And turnover intention, and analyze partial and simultaneous influences quarter life crisis And transformational leadership to turnover intention on Generation Z in Bandung City. The study used a quantitative approach with a descriptive-verification method through a survey of 310 Generation Z respondents (born 1997-2007) in Bandung City who had worked at least once, selected through purposive sampling. Data were analyzed using multiple linear regression with IBM SPSS Statistics. The results showed that all three variables were in the high category. Quarter life crisis has a positive and significant effect on turnover intention ($t = 15.921$; $sig. = 0.001$), while transformational leadership has a negative and significant effect ($t = -10.264$; $sig. = 0.001$). Simultaneously, both variables have a significant effect on turnover intention ($F = 219.461$; $sign. = 0.001$) and explains 58.6% of the variation. This finding indicates that turnover intention in Generation Z is influenced by the interaction between internal psychological pressure and the quality of leadership support received, particularly the mentoring dimension of transformational leadership, which was found to be the weakest indicator among all the variables measured.

Keywords: Generation Z; quarter life crisis; transformational leadership; turnover intention

INTRODUCTION

Phenomenon turnover intention has become an increasingly prominent global issue in recent years. Rising work pressure, dissatisfaction with the work environment, burnout, and shifting career expectations among younger employees have prompted a growing number of workers to consider leaving their jobs (Pramushinta et al., 2024). Globally, this phenomenon continues to

increase, with approximately 51% of employees worldwide currently looking for a new job or remaining open to other opportunities, and employee long-term commitment to their organization has dropped to its lowest point in nine years (Tatel & Wigert, 2026). The State of the Workplace 2025 report further revealed that approximately 31% of Generation Z employees plan to change jobs in the next six months, up from 25% the previous

year (TriNet, 2025). These figures indicate that nearly one in three younger workers intend to leave their current job in the near future, indicating that Generation Z is more likely to consider changing jobs when their psychological needs, well-being, or career expectations are not met.

This trend is also seen in Asia. In Vietnam, turnover intention Generation Z is receiving increasing attention because young workers there tend to change jobs in a relatively short period of time. Generation Z is described as a dynamic generation, interested in new experiences, and less oriented towards long-term organizational loyalty, which contributes to turnover intention which is relatively higher compared to the previous generation (Do et al., 2023).

In Indonesia, national data also shows the level of turnover worrying trends in Generation Z. Various reports indicate that turnover. The turnover of Generation Z employees has reached a level 54% higher than that of Generation Y and Generation X in the last five years (Hidayatullah et al., 2025), which indicates a fundamental challenge in retaining young talent. At the same time, Indonesia is experiencing a demographic transition where the productive age population exceeds the non-productive

age population, placing Generation Z at the center of the national workforce and making employee management a challenge. Turnover intention they are a strategic priority for organizations, including in Bandung City, one of Indonesia's main educational and economic centers with a large concentration of young workers.

One of the internal factors that is increasingly attracting academic attention is quarter life crisis, a developmental crisis typically experienced by individuals in early adulthood when facing uncertainty regarding career direction, financial stability, interpersonal relationships, and identity (Robinson et al., 2025). Because Generation Z is currently in the transition stage from education to the world of work, this generation is highly vulnerable to experiencing quarter life crisis, which can increase psychological stress and encourage the intention to leave the organization in search of greater certainty.

From an organizational perspective, leadership quality remains a key factor in shaping employees' intentions to stay or leave. Evidence increasingly suggests that employees are more likely to leave because of a less than supportive boss than because of the job itself, with reports

suggesting that as many as 90% of employees who leave are actually leaving a bad boss, not a bad job (BambooHR, 2025). Transformational leadership, characterized by inspiration, individualized attention, and encouragement of employee development, is seen as a key driver of employee engagement. Job resource which is able to reduce the negative impact of psychological demands such as quarter life Crisis (Bakker et al., 2023).

Although research on turnover intention in Generation Z continues to develop, research that simultaneously examines internal psychological demands, namely quarter life crisis, and organizational resources, namely transformational leadership, are still limited, especially in the Indonesian context. Based on Job Demands-Resources Theory, this study aims to fill this gap by analyzing the picture quarter life crisis, transformational leadership, and turnover intention, and testing partial and simultaneous effects quarter life crisis And transformational leadership to turnover intention on Generation Z in Bandung City.

LITERATURE REVIEW

Job Demands-Resources Theory (Teori JD-R)

Job Demands-Resources (JD-R) Theory first developed by (Bakker et al., 2023) to explain how job characteristics influence employee well-being, motivation, and behavior in organizations. This theory states that every job has two main characteristics, namely job demands dan job resources, which together influence a variety of individual and organizational outcomes, including job satisfaction, work engagement, performance, and turnover intention.

Job demands defined as the physical, psychological, social, or organizational aspects of a job that demand sustained effort, resulting in certain physical or psychological costs (Bakker et al., 2023). High demands not matched by adequate resources can lead to emotional exhaustion, stress, and other negative consequences. In this study, quarter life crisis understood as a form of personal demand, namely the psychological burden experienced by individuals during the transition to adulthood. Individuals who experience quarter life crisis often face uncertainty regarding career, social relationships, financial conditions, and life goals,

which causes significant anxiety and psychological stress (Petrov et al., 2026).

Meanwhile, job resources is an aspect of work that helps individuals achieve work goals, reduces the negative impact of job demands, and stimulates personal growth and development (Bakker et al., 2023). In this study, transformational leadership is positioned as a form of job resource which provides psychological and motivational support for employees. According to JD-R Theory, when personal demands such as quarter life crisis not balanced by job resources adequate leadership such as transformational leadership, individuals tend to experience a health impairment process characterized by a decline in psychological well-being, which in turn increases turnover intention. On the contrary, job resources sufficient to trigger motivational process which strengthens employee engagement and commitment, thereby reducing turnover intention.

Turnover Intention

Turnover intention refers to a person's intention to leave their job. According to Mobley, as quoted by (Kurniawati & Ade, 2022), turnover intention is the result of an individual's evaluation regarding the continuation of

his relationship with the organization where he works, which has not yet been realized in concrete actions. Turnover intention is an important indicator because it can affect organizational stability and productivity, as well as increase the costs of recruiting and train new employees (Oliviani et al., 2021). Especially for Generation Z, turnover intention not only shaped by organizational factors, but also by internal conditions such as emotional instability, career anxiety, and quarter life crisis experienced during the transition to the world of work (Riamanda et al., 2025).

Turnover intention generally measured through three dimensions according to Mobley as quoted by (Kurniawati & Ade, 2022) (1) thoughts of quitting, which reflects the emergence of an individual's desire to leave his current job; (2) desire to leave, which reflects the urge to leave a job, usually influenced by job dissatisfaction, work pressure, or lack of career development opportunities; and (3) desire to find another job, which reflects an individual's tendency to actively seek job vacancy information, compare job opportunities, and consider other organizations that are perceived to offer a better work environment, career

development, or future certainty.

Quarter Life Crisis

Quarter life crisis is a psychological crisis generally experienced by individuals in early adulthood when facing various life demands, such as work, education, interpersonal relationships, and financial circumstances. This condition is characterized by feelings of confusion, anxiety, uncertainty about the future, and doubts about determining the direction of life or career. According to (Petrov et al., 2026), quarter life crisis can appear in two forms, namely locked-out crisis, which occurs when individuals have difficulty obtaining desired opportunities such as suitable employment or careers, and locked-in crisis, which occurs when an individual feels trapped in a life or work situation that is not in accordance with his or her personal desires but is difficult to leave.

Cross-country research by (Robinson et al., 2025) found that quarter life crisis is a phenomenon commonly experienced by individuals aged 18 to 29 years, related to career transitions, financial difficulties, academic pressures, and family problems, and is psychologically characterized by anxiety, fear, negative

self-evaluation, sadness, and confusion about the future. Generation Z is particularly vulnerable to this crisis because they are in the transition phase from education to the world of work, a phase filled with demands related to job search, career development, financial stability, and self-identity formation (Robinson et al., 2025).

Referring to Robbins and Wilner, as quoted by (Afandi et al., 2023), quarter life crisis measured through seven dimensions: Confused About Making Decisions— difficulty making choices regarding career, education, relationships, religion, and the future.

Hopeless feeling that life is filled with failure and loss of hope in achieving desired goals. Negative Self-Assessment—feeling incompetent and comparing oneself negatively to the achievements of others. Feeling Stuck with Life— feel that life has not developed according to expectations and have difficulty solving life's problems: (1) Anxious About the Future—anxiety about achieving aspirations and doubt that current efforts will produce the desired results; (2) Depressed with Available Demands— feel pressured because the standards set by the surrounding environment are felt to be too high or difficult to meet; (3) Worried About

Interpersonal Relationships– concerns that current relationships are not beneficial for the future and difficulty building meaningful relationships with others.

Transformational Leadership

According to Ayandibu (2024), transformational leadership is a leadership style that inspires, motivates, provides individual attention, and encourages the development of employee potential. Transformational leaders are not only oriented towards achieving organizational targets but also strive to build employee psychological well-being through support, guidance, and empowerment. Lindert et al. (2023) found that transformational leadership positively contributes to employee psychological well-being through individual support and the creation of a positive work environment, which in turn strengthens optimism, resilience, and commitment in facing work challenges and career uncertainty.

(Ayandibu, 2024) further explains that transformational leadership improves the morale, motivation, and performance of followers through four main components known Asfour is: idealized influence, inspirational motivation, intellectual stimulation, dan

individualized consideration: (1) Idealized Influence– Leader behavior in being a role model for subordinates so as to gain respect, trust, and admiration; (2) Inspirational Motivation– the leader's ability to communicate a clear and convincing vision so as to foster enthusiasm, optimism and enthusiasm in followers; (3) Intellectual Stimulation– the leader's ability to encourage subordinates to think creatively, innovatively and critically in solving problems; (4) Individualized Consideration–the leader's attention to the needs, abilities, and development of each subordinate individually.

Based on the JD-R Theory, transformational leadership is categorized as job resource because it functions as an organizational resource that helps employees reduce work stress, increase motivation, and strengthen individual capacity to face various job demands. Therefore, the more optimal the implementation of transformational leadership, the lower the tendency for employees to intend to leave their jobs (Ayandibu, 2024).

Generation Z

Generation Z refers to individuals born between 1997 and 2012, who are now increasingly dominating the

workforce in various organizations. Known as digital natives, This generation has been exposed to digital technology, the internet, and social media from an early age, which has shaped their mindsets, behaviors, and preferences differently from previous generations. Generation Z tends to be speed-oriented, prioritizes efficiency and clarity of information, is sensitive to fairness and transparency, is critical and evaluative of organizations, and values feedback and two-way communication. These characteristics place Generation Z at the center of contemporary discussions about retention and turnover, as they are more willing than previous generations to change jobs when their psychological and career expectations are not met.

Hypothesis Development

Quarter Life Crisis dan Turnover Intention

Individuals who experience quarter life crisis. They tend to face psychological pressure due to the many life decisions they have to make in a relatively short period of time, while their emotional maturity and experience are still limited. This pressure can encourage individuals to continue searching for a work environment that is considered more

suited to their expectations and needs, thus fostering a tendency to become self-employed. Turnover intention as a form of adjustment to the uncertainty experienced (Robinson et al., 2025). Based on this description, the first hypothesis of this study is:

H1: Quarter Life Crisis has a positive and significant effect on Turnover Intention among Generation Z in Bandung City.

Transformational Leadership dan Turnover Intention

When leaders are able to provide role models, motivation, intellectual stimulation, and individual attention, employees tend to feel more valued and supported, which strengthens their commitment to remaining in the organization.

Transformational leadership serves as job resource which carries out the motivational process, increases employee motivation, engagement, and commitment to the organization, while also acting as a buffer that reduces the negative impact of psychological demands faced by employees (Ayandibu, 2024). Based on this description, the second hypothesis of this study is:

H2: Transformational Leadership has a

negative and significant effect on Turnover Intention in Generation Z in Bandung City. The Effect of Simultaneous Quarter Life Crisis and Transformational Leadership on Turnover Intention

Turnover intention is not shaped by a single factor in isolation, but rather by the interaction between the psychological stress experienced by individuals during the transition to adulthood and the quality of leadership support received in the workplace. Quarter life crisis If the stress is high and not balanced by optimal transformational leadership, the tendency to leave the organization is expected to increase; conversely, strong transformational leadership is expected to be able to reduce the negative impact of this psychological stress. Based on this description, the third hypothesis of this study is:

H3: Quarter Life Crisis and Transformational

Leadership simultaneously have a significant influence on Turnover Intention in Generation Z in Bandung City.

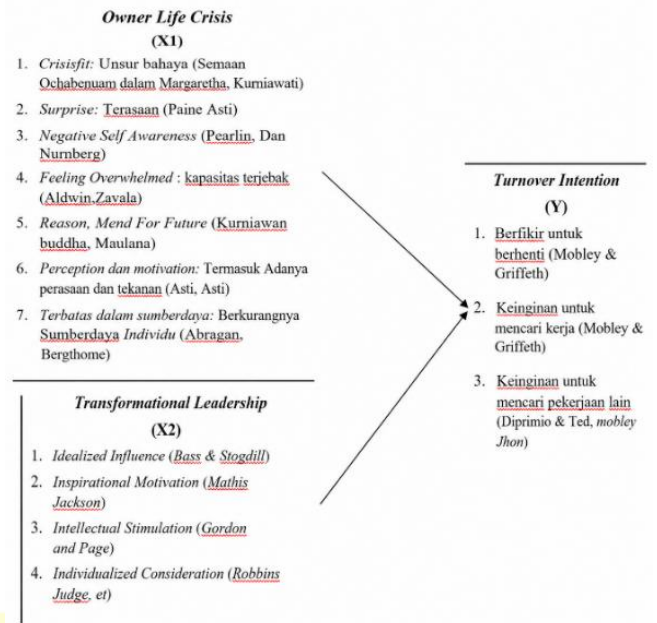


Figure 1. Conceptual Framework

RESEARCH METHODS

Research Design

This research uses a quantitative approach with descriptive and verification methods. The descriptive method aims to describe actual conditions. Quarter life crisis, Transformational Leadership, And turnover intention experienced by Generation Z in Bandung City, while the verification method is used to test the relationship and influence between these variables, especially to find out whether quarter life crisis And Transformational Leadership influence turnover intention. The quantitative approach was chosen because this study uses data obtained through questionnaires distributed to respondents, which are then analyzed

using statistical techniques so that the research hypothesis can be tested systematically and objectively.

Population and Sample

The population in this study consisted of Generation Z individuals, namely those born between 1997 and 2012, who resided in Bandung City and had worked at least once. Because the exact number of people meeting these criteria cannot be determined with certainty, the population in this study was categorized as an infinite population (Sugiyono, 2022).

The sampling technique used is purposive sampling, one type on-probability sampling where respondents were selected based on predetermined criteria, namely: (1) aged 18-28 years (born 1997-2007); (2) domiciled in Bandung City; (3) having worked at least once; and (4) willing to voluntarily fill out a questionnaire based on personal experience. Referring to (Hair et al., 2019), the minimum sample size was determined by multiplying the number of indicators (31 indicators in the three variables) by 5 to 10, resulting in a minimum sample of 155 and a maximum sample of 310 respondents. This study successfully collected valid responses from 310 Generation Z respondents in

Bandung City, meeting the upper limit of the recommended sample size.

Variable Measurement

Variable measurements were conducted using a closed questionnaire developed from the indicators of each research variable. Quarter life crisis(X1) was measured using 14 items covering seven dimensions: confusion in decision making, hopelessness, negative self-assessment, feeling trapped in life, anxiety about the future, feeling pressured by demands, and concerns about interpersonal relationships, referring to Robbins and Wilner as cited by (Afandi et al., 2023). Variable transformational leadership(X2) is measured using 8 items covering four dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, referring to (Ayandibu, 2024). Variables turnover intention(Y) is measured using 9 items covering three dimensions: thoughts of quitting, desire to leave, dan desire to find another job, referring to Mobley as quoted by (Kurniawati & Ade, 2022).

All items in the questionnaire were measured using a 4-point Likert scale (1 = Strongly Disagree, 2 = Disagree, 3 = Agree, 4 = Strongly Agree). The 4-point

scale, which does not provide a neutral midpoint, was used to encourage respondents to provide more assertive assessments of each statement and minimize the likelihood of moderate response bias (Sugiyono, 2022).

Data Collection

Primary data was collected through an online questionnaire distributed via Google Forms to respondents who met the research criteria. The online distribution method was chosen because it aligns with the characteristics of Generation Z, who actively use digital media and is relatively easy to reach through online platforms. Secondary data was obtained from scientific journals, previous research, and relevant publications to strengthen the theoretical foundation and support the analysis.

Data analysis

Data analysis was performed using IBM SPSS Statistics software. Prior to hypothesis testing, instrument validity and reliability tests were conducted, as well as classical assumption tests, namely normality, multicollinearity, and heteroscedasticity, to ensure that the regression model met the Best Linear Unbiased Estimator criteria. Hypothesis testing was performed using multiple

linear regression analysis with the following model:

$$Y = a + b_1X_1 + b_2X_2 + e$$

Explanation: (Y) is turnover intention, α is a constant, β_1 and β_2 are the regression coefficients, (X1) is quarter life crisis, (X2) is transformational leadership, and ϵ is the error term. The partial effect of each independent variable is tested using a t-test, while the joint effect quarter life crisis And transformational leadership to turnover intention tested using the F-test. The coefficient of determination (R^2) is used to assess the extent to which the two independent variables explain the Variation turnover intention

RESULTS AND DISCUSSION

Respondent Profile

This study successfully collected valid data from 310 Generation Z respondents in Bandung City who met the sample criteria. Data were collected through an online questionnaire distributed via Google Forms to respondents who met the predetermined criteria, namely Generation Z individuals who had worked at least once. Based on the demographic profile, respondents were evenly divided between men and women, mostly aged 23- 28 years, and had varying educational backgrounds

ranging from high school to postgraduate.

Table 1. Respondent Characteristics Based on Gender

Gender	Frequency	Percentage
Man	155	50.00%
Woman	155	50,00%
Total	310	100%

Table 2. Respondent Characteristics Based on Age

Age Group	Frequency	Percentage
18-22 years old	90	29,03%
23-25 years old	116	37,42%
26-28 years old	104	33,55%
Total	310	100%

Table 3. Respondent Characteristics Based on Educational Background

Age Group	Frequency	Percentage
High School/ Equivalent	135	43,55%
Diploma	68	21,94%
Master's degree (S1)	95	30,65%
Magister (S2)	12	3,87%
Total	310	100%

Table 4. Respondent Characteristics Based on Number of Times Worked

Age Group	Frequency	Percentage
1 time	109	35,16%
2 times	73	23,55%
3 times	70	22,58%
4-5 times	43	13,87%
More than 5 times	15	4,84%
Total	310	100%

Based on Tables 1 to 4, respondents were evenly distributed between males (50.00%) and females (50.00%), indicating that the research findings were not dominated by a particular gender

group. The majority of respondents were aged 23-25 years (37.42%), a common age range for individuals in the early stages of their careers and in line with the developmental phase most vulnerable to experiencing quarter life crisis in terms of education, the largest group had a high school diploma or equivalent (43.55%), followed by university graduates (30.65%), reflecting a varied educational composition.

Regarding work experience, the majority of respondents (35.16%) had only worked once, while a sizable proportion had changed jobs more than once, characteristics that are directly relevant to the variable turnover intention being researched.

Descriptive Analysis

Descriptive analysis shows that quarter life crisis obtained an average score of 2.78 in the high category, transformational leadership obtained an average score of 2.57 in the high category, and turnover intention obtained the highest average score among the three variables, namely 2.95, also in the high category. This finding indicates that Generation Z respondents in Bandung City experienced significant psychological stress related to the transition to adulthood, viewed their

leaders as quite supportive overall, but still showed a strong tendency towards leaving the organization where they worked.

Table 5. Descriptive Findings of Research Variables

Variables	Rate-rate	Category
Quarter Life Crisis (X1)	2,78	High
Transformational Leadership (X2)	2,57	High
Turnover Intention (Y)	2,95	High

On the variable quarter life crisis, the indicator with the highest score was doubt about the decision that had been made (average = 2.86), while the indicator with the lowest score was the feeling that life had not developed as expected (average = 2.71), although this indicator remained in the high category. This indicates that the most dominant source of psychological stress among respondents was not the lack of choice, but rather uncertainty about the choices that had been made.

In the transformational leadership variable, the indicator involving subordinates in problem-solving obtained the highest score (mean = 2.64), while mentoring and guidance to subordinates obtained the lowest score (mean = 2.50), falling within the low category. This indicates that although leaders are considered quite effective in providing

role models and involving employees in decision-making, the dimension individualized consideration, particularly structured mentoring, remains a relatively weak area.

In the turnover intention variable, willingness to leave the organization if a better opportunity arises scored the highest (mean = 3.03), while plans to actively search for another job scored the lowest (mean = 2.91). This pattern reflects the boundaryless career orientation typical of Generation Z, who tend to remain open to better opportunities even though they have not yet taken active steps in their job search.

Hypothesis Testing

Before testing the hypothesis, the research instrument was declared valid (the corrected item-total correlation exceeded the r-table value of 0.111) and reliable (Cronbach's Alpha values of 0.914, 0.847, and 0.863 respectively for quarter life crisis, transformational leadership, And turnover intention, all above the threshold of 0.70).

The classical assumption test shows that the regression residuals are normally distributed (sig. Kolmogorov-Smirnov = 0.200), free from multicollinearity (Tolerance = 0.962 and VIF = 1.039 for both independent

variables), and free from heteroscedasticity (sig. Glejser = 0.167 for X1 and 0.716 for X2), which confirms that the regression model meets the criteria of the Best Linear Unbiased Estimator. Multiple linear regression analysis produces the following equation: $Y = 21.456 + 0.298X_1 - 0.321X_2$. The constant of 21.456 indicates the estimated level of turnover intention when quarter life crisis And transformational leaderships zero. The quarter life crisis regression coefficient (0.298) shows that every one unit increase in quarter life crisis increase turnover intention of 0.298, while the regression coefficient transformational leadership(-0.321) shows that every 10.264 with a significance level of 0.001. Thus, H2 is accepted: Transformational Leadership has a negative and significant effect on turnover intention. This shows that the more optimal transformational leadership perceived by employees, the lower their tendency to leave the organization, consistent with (Xiong et al., 2023), (Puspasari et al., 2025), and (Binali, 2021).

Table 6. Partial Test Results (t-Test)

Variables	T-Count	Say-	Result
Quarter Life Crisis(X1)	15,921	0,001	Positive, Significant
Transformational Leadership (X2)	-10,264	0,001	Negative, Significant

The results of the H3 test show that quarter life crisis And Transformational Leadership simultaneously has a significant effect on turnover intention, with an F value of 219.461 and a significance level of 0.001. Thus, H3 is accepted. The value of 0.586 indicates that the two variables together explain 58.6% of the variation turnover intention, while the remaining 41.4% is explained by other factors outside the research model, such as job satisfaction, organizational commitment, compensation, work environment, workload, and work-life balance.

Table 7. Hypothesis Testing Results

Hypot hesis	Variables	Coefficient	t/F - count	Sa y.
H1	Quarter Life Crisis	0,298	15,921	0,001
H2	Transformational Leadership	-0,321	-10,264	0,001
H3	QCL and Transformational Leadership	-	219,461	0,001
R ²	Model Contribution	0,586	-	-

Theoretical Implications

This study makes a theoretical contribution by confirming that Job Demands-Resources Theory relevant to explain turnover intention in Generation Z, where quarter life crisis as personal demand that increases turnover intention through health impairment process, whereas Transformational Leadership functions as a job resource that lowers turnover intention through motivational process and effects buffering. This finding also supports the emerging adulthood theory of (Robinson et al., 2025), which explains that the transition to adulthood is characterized by identity exploration and emotional instability, conditions that increase Generation Z's vulnerability to psychological distress which in turn influences career-related decisions, such as the intention to leave the organization.

Practical Implications

The results of this study indicate that organizations need to strengthen the individualized consideration dimension of transformational leadership, particularly through more structured mentoring programs, such as individual coaching, regular feedback, and clear career paths, given that the mentoring indicator scored the lowest among all

indicators measured in this study. Organizations are also advised to provide career counseling and psychological well-being support for Generation Z employees facing the pressures of transitioning to adulthood, for example through regular discussion forums, consultation services with psychologists or HR business partners, and regular check-in sessions between superiors and subordinates to detect signs of dissatisfaction early. Furthermore, given Generation Z's high willingness to leave the organization when better opportunities arise, organizations are advised to strengthen the clarity of career paths and implement more flexible work policies, so they can meet employee expectations proactively rather than reactively after the intention to leave has arisen.

CONCLUSION

This study shows that turnover intention in Generation Z in Bandung City is influenced by experience. Quarter life crisis and their perceptions of transformational leadership. Overview quarter life crisis is in the high crisis and (mean = 2.78), with doubts about decisions that have been taken as the indicator with the highest score. The description of transformational

leadership is also in the high category overall (mean = 2.57), although the mentoring and guidance indicator obtained the lowest score and is on the border of the low category, which indicates that the dimension individualized consideration still underdeveloped. Overview turnover intention is in the high category and even recorded the highest average among the three variables (2.95), with willingness to leave the organization for better opportunities as the indicator with the highest score.

Quarter life crisis has a positive and significant effect on turnover intention ($t = 15.921$, $\text{sig.} = 0.001$), while transformational leadership has a negative and significant effect on turnover intention ($t = -10.264$; $\text{sig.} = 0.001$). Simultaneously, both variables have a significant effect on turnover intention ($F = 219.461$; $\text{sig.} = 0.001$), explains 58.6% of the variation, while the remaining 41.4% is explained by other factors outside the research model.

These findings contribute to the literature on behavioral turnover by showing that turnover intention in Generation Z is not formed independently but rather arises from the interaction between internal psychological pressures, in the form of quarter life crisis, and the

quality of external support, in the form of transformational leadership, in accordance with Job Demands-Resources Theory. Practically, the results of this study imply that organizations need to not only strengthen leadership capacity, particularly in terms of mentoring and individual guidance, but also provide psychological support for employees undergoing the transition to adulthood, in order to reduce the tendency turnover intention and strengthen Generation Z talent retention.

This study still has limitations because it only involved Generation Z respondents in Bandung City and only used two independent variables to explain turnover intention, which together explained 58.6% of the variation. Future research is recommended to expand the coverage area and diversity of respondents, and consider other variables that can influence turnover intention, such as job satisfaction, organizational commitment, compensation, workload, job stress, and work-life balance, as well as consider a qualitative or mixed-methods approach to dig deeper into Generation Z's subjective experiences with quarter life crisis. And transformational leadership.

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