ABSTRACT

The growing presence of Generation Z in the workforce presents challenges for organizations in retaining young employees with different expectations and perceptions of work. This study aims to identify factors associated with turnover intention, understand the work experiences underlying Generation Z employees' considerations to stay with or leave the organization, and formulate relevant retention strategies for PT Bank Rakyat Indonesia (Persero) Tbk. Regional Office Bandar Lampung. This study employed a sequential mixed methods design (quan → QUAL) with priority given to the qualitative phase. The quantitative phase involved a questionnaire administered to 298 Generation Z employees for initial mapping, while the qualitative phase, as the primary phase, consisted of in-depth interviews with 13 Generation Z employees and two supporting informants. The quantitative mapping was used as one of the bases for selecting informants and guiding the qualitative inquiry, while findings from both phases were integrated during the interpretation of the results.

The thematic analysis of the interview data identified seven factors that, in the informants' work experiences, were associated with their considerations to stay with or leave the organization: job satisfaction, work pressure, work-life balance, person-job fit, person-organization fit, work environment, and leadership. Work pressure emerged as one of the prominent themes in the informants' narratives; however, considerations to stay with or leave the organization were interpreted alongside various other aspects of their work experiences. Based on these findings, seven retention strategies were formulated: coaching- and mentoring-based leadership, clear career development, a supportive and collaborative work environment, strengthened work-life balance, reward and recognition, continuous competency development, and digitalization of work processes. The integration of these strategies is expected to support the management of employee experience and the retention of Generation Z employees.

Keywords: Generation Z, turnover intention, employee retention, employee experience, mixed methods, banking.

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