

**PSYCHOLOGICAL WELLBEING & TURNOVER
INTENTION AMONG GEN Z EMPLOYEES IN
MANUFACTURING SECTOR**

MA HUMAN RESOURCE MANAGEMENT

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CHAPTER 1

INTRODUCTION

1. Introduction

In the modern workplace, employee psychological well-being has become an important area of concern for organisations across the world. Rapid technological advancements, changing work patterns, competitive work environments, and increasing job demands have significantly influenced employees' mental and emotional health. In addition, the post-pandemic work context, economic uncertainty, performance pressure, and evolving employee expectations have further intensified concerns related to workplace mental health. Organisations are now increasingly recognising that employee well-being is not only essential for individual health and happiness but also for improving productivity, organisational commitment, employee engagement, and long-term organisational success. In this context, psychological well-being has emerged as a critical factor influencing employees' attitudes, behaviours, performance, and intentions within the workplace.

Psychological well-being refers to the overall state of an individual's mental, emotional, and social functioning. It includes the ability to manage stress, maintain positive relationships, experience life satisfaction, and function effectively in both personal and professional life. Psychological well-being is not merely the absence of mental illness, but also the presence of positive psychological functioning such as personal growth, autonomy, purpose in life, self-acceptance, and environmental mastery. According to Carol Ryff, psychological well-being consists of six important dimensions: self-acceptance, positive relations with others, autonomy, environmental mastery, purpose in life, and personal growth. Together, these dimensions contribute to an individual's overall quality of life and their ability to cope effectively with workplace demands. In organisational settings, employees with high psychological well-being are more likely to demonstrate greater resilience, job satisfaction, stronger organisational commitment, healthy interpersonal relationships, and improved work performance. In contrast, poor psychological well-being may result in stress, burnout, emotional exhaustion, anxiety, dissatisfaction, and reduced productivity.

The importance of psychological well-being has increased considerably in recent years, particularly due to growing awareness regarding mental health and work-related stress. Organisations have started to understand that employees' psychological state has a direct impact on absenteeism, engagement, retention, and organisational effectiveness. Employees experiencing poor psychological well-being may find it difficult to manage workplace pressures, maintain motivation, and develop a sense of belonging within the organisation. Such conditions can gradually influence negative work attitudes and behaviours, including withdrawal, disengagement, and intention to leave the organisation. Therefore, psychological well-being is increasingly being viewed as an important strategic concern for human resource management and organisational sustainability.

At the same time, employee turnover has become a major challenge faced by organisations globally. Turnover intention refers to an employee's conscious and deliberate willingness to leave the organisation in the near future and is considered one of the strongest predictors of actual employee turnover. High turnover intention can negatively affect organisational performance by increasing recruitment and training costs, reducing productivity, disrupting workflow, weakening team stability, and causing the loss of experienced employees and organisational knowledge. Various factors such as job stress, poor working conditions, low job satisfaction, lack of recognition, unsupportive leadership, limited career opportunities, and

poor organisational commitment contribute to employees' intention to leave their jobs. In labour-intensive and operationally demanding sectors such as manufacturing, the issue of turnover intention becomes even more critical because employee continuity and skill retention are essential for operational efficiency and productivity.

The challenge of turnover intention has become more significant with the growing entry of Generation Z (Gen Z) employees into the workforce. Generation Z generally refers to individuals born between 1997 and 2012 and is often described as the first generation of true digital natives. Compared to previous generations, Gen Z employees are more technologically oriented, career-conscious, and highly aware of issues related to mental health, work-life balance, workplace culture, and personal growth. They tend to value meaningful work, flexibility, recognition, supportive supervision, learning opportunities, and psychological safety in the workplace. Unlike traditional employees who may place greater emphasis on long-term organisational loyalty, Gen Z employees are more likely to change jobs when their expectations regarding well-being, career development, and workplace culture are not fulfilled.

Recent workplace studies indicate that retaining Gen Z employees has become a major challenge for organisations. According to a McKinsey & Company (2024) study on younger workers in manufacturing, 48 per cent of Gen Z employees reported that they intended to leave their jobs within the next three to six months. The study also highlighted high levels of disengagement among younger manufacturing workers, indicating dissatisfaction with work experiences, limited emotional connection with the workplace, and unmet career expectations. These findings show that turnover intention among Gen Z employees is not merely an individual decision but a significant organisational issue that affects workforce stability, productivity, and long-term talent retention. This has increased the need for organisations to understand the psychological and workplace-related factors that shape Gen Z employees' intention to remain in or leave the organisation.

It continues to play a vital role in economic development, industrial growth, and employment generation. Manufacturing organisations are often characterised by fixed schedules, shift systems, repetitive tasks, physical demands, strict supervision, target pressure, and limited flexibility in work arrangements. For younger employees, especially Gen Z, such work environments may be challenging if they do not align with their expectations of flexibility, meaningful work, supportive leadership, and work-life balance. In many manufacturing settings, Gen Z employees may experience long working hours, physically demanding tasks, work pressure, monotonous job roles, and limited autonomy, all of which may adversely affect their psychological well-being. As a result, these workplace conditions can increase dissatisfaction, stress, disengagement, and turnover intention among younger employees.

Manufacturing organisations are currently facing increasing difficulty in attracting and retaining young talent because Gen Z workers tend to seek workplaces that provide psychological safety, healthy organisational culture, career growth opportunities, recognition, and support for mental well-being. When these expectations are not met, employees may feel emotionally disconnected from the organisation and become more likely to consider leaving. Therefore, understanding the relationship between psychological well-being and turnover intention among Gen Z employees in the manufacturing sector has become highly important for organisations, managers, and HR professionals. If poor psychological well-being

contributes to higher turnover intention, then improving employee well-being can become an effective retention strategy.

The manufacturing sector plays a vital role in the economic growth and development of a nation by generating employment opportunities, increasing industrial output, promoting exports, and contributing significantly to the Gross Domestic Product (GDP). It serves as a backbone of economic progress by supporting infrastructure development, technological advancement, and regional industrial expansion. In a country like India, the manufacturing sector is also important for absorbing a large workforce, including young employees entering the labour market. Since human resources are one of the most valuable assets in manufacturing organizations, effective HRM functions such as recruitment, training, employee welfare, performance management, and retention are essential for ensuring workforce stability and productivity. In this context, understanding the psychological well-being and turnover intention of Generation Z employees becomes highly relevant, as their attitudes and retention directly influence organizational efficiency and the long-term sustainability of the manufacturing sector.

1.2 Background of the Study

Modern organizations have undergone substantial transformation due to globalization, technological advancement, automation, digitalization, and changing workforce expectations. In the manufacturing sector, traditional production systems are increasingly being transformed by Industry 4.0 technologies, automation, and data-driven operational systems. These changes have altered job roles, work structures, skill requirements, and employee expectations. In India, the manufacturing sector contributes approximately 16–17% of the country's Gross Domestic Product (GDP) and plays a major role in employment generation across industries such as automotive, textiles, electronics, pharmaceuticals, and engineering.

In contemporary organizational settings, employee psychological well-being has become an important concern. Psychological well-being refers to an individual's positive mental, emotional, and social functioning, including aspects such as autonomy, personal growth, purpose in life, and positive relationships. According to the World Health Organization, depression and anxiety contribute to nearly 12 billion lost working days annually worldwide, resulting in approximately US\$1 trillion in lost productivity every year. These statistics highlight the importance of maintaining psychological well-being in the workplace.

The manufacturing sector presents a work environment that can significantly influence employee well-being. Employees frequently encounter demanding work conditions such as shift duties, repetitive work, production targets, workload pressure, and physically intensive tasks. Such conditions may affect employees' mental and emotional health and influence their workplace attitudes and behaviours. Previous research indicates that psychosocial work conditions, job stress, and quality of work life significantly influence employee experiences and turnover-related outcomes in manufacturing organizations.

Alongside concerns regarding employee well-being, turnover intention has emerged as a critical organizational challenge. Turnover intention refers to an employee's conscious willingness to leave the organization and is considered a strong predictor of actual employee turnover. High turnover creates considerable organizational costs, including recruitment

expenses, onboarding and training costs, productivity loss, disruption of workflow, and loss of organizational knowledge. Employee turnover is particularly costly in manufacturing organizations, where workforce stability and technical expertise are essential for maintaining efficiency.

The present study seeks to assess the level of psychological well-being, identify the level of turnover intention, and analyse the relationship between these variables among Generation Z employees in manufacturing organizations.

1.3 Statement of the Problem

In the contemporary workplace, employee psychological well-being has become an important concern for organizations due to its influence on employee attitudes, behaviour, and organizational outcomes. Psychological well-being affects employees' ability to manage stress, maintain motivation, develop positive workplace relationships, and perform effectively. Poor psychological well-being may lead to stress, emotional exhaustion, dissatisfaction, disengagement, and reduced organizational commitment, which can ultimately increase employees' intention to leave the organization.

Turnover intention has emerged as a significant organizational challenge, particularly in the manufacturing sector, where operational continuity, workforce stability, and technical expertise are critical for maintaining productivity and competitiveness. High turnover intention can result in increased recruitment and training costs, disruption of production processes, loss of organizational knowledge, and reduced employee morale. Manufacturing employees often work under demanding conditions such as shift schedules, workload pressure, repetitive tasks, and physically intensive environments, which may influence both their psychological well-being and intention to remain with the organization.

The growing entry of Generation Z employees into the workforce has introduced new workplace expectations and retention challenges. Generation Z employees tend to place greater importance on mental health, work-life balance, meaningful work, supportive leadership, flexibility, and career growth opportunities. Compared with earlier generations, they are generally more open to job mobility when workplace expectations are not fulfilled. In manufacturing organizations, where work environments may involve rigid operational structures and demanding job conditions, meeting these expectations can be challenging.

Although psychological well-being and turnover intention have been widely discussed in organizational research, limited studies have specifically examined the relationship between these variables among Generation Z employees in manufacturing organizations. Understanding whether psychological well-being influences turnover intention among Gen Z employees is essential for organizations seeking to strengthen employee retention, improve workplace well-being practices, and maintain workforce stability.

Therefore, the present study attempts to examine the level of psychological well-being, identify the level of turnover intention, and analyze the relationship between psychological well-being and turnover intention among Generation Z employees in manufacturing organizations.

1.4 Research Gap

Existing literature has widely examined turnover intention among employees and Generation Z workers, focusing on factors such as job stress, burnout, organizational commitment, leadership, workload, work culture, social support, and job satisfaction. Although some studies have explored psychological factors affecting employee retention, limited research has directly examined the relationship between psychological well-being and turnover intention among Generation Z employees.

Further, most previous studies have been conducted in general organizational settings or sectors such as software, service, fast-food, and mixed industries, whereas limited attention has been given to the manufacturing sector. Manufacturing organizations operate under distinct conditions characterized by high work intensity, production targets, operational pressures, shift work, and demanding job environments, which may influence employees' psychological well-being and turnover intention differently.

In addition, several studies have focused on related constructs such as psychological distress, emotional exhaustion, burnout, and employee well-being, rather than examining psychological well-being as a comprehensive multidimensional construct. Research specifically focusing on Generation Z employees remains comparatively limited despite their unique workplace expectations, higher mental health awareness, and greater career mobility tendencies.

Moreover, much of the existing evidence originates from countries such as Indonesia, China, and Malaysia, indicating limited empirical evidence in the Indian context, particularly within manufacturing organizations. Some prior studies also relied on qualitative methods, small samples, or multi-variable models, highlighting the need for a focused quantitative investigation using standardized scales.

Therefore, the present study seeks to fill this gap by examining the level of psychological well-being, the level of turnover intention, and the relationship between psychological well-being and turnover intention among Generation Z employees in manufacturing organizations.

1.5 Significance of the Study

- The present study is significant as it examines the relationship between psychological well-being and turnover intention among Generation Z employees in manufacturing organizations. In the current organizational environment, employee mental health, workforce retention, and changing generational expectations have become important concerns for organizations. This study is expected to provide valuable insights into how psychological well-being influences employees' intention to leave their organizations.
- The findings of the study may be beneficial to manufacturing organizations by helping them understand the factors associated with employee turnover intention. Since employee turnover can result in increased recruitment and training costs, productivity loss, and disruption of organizational operations, understanding the role of psychological well-being may support organizations in developing effective retention strategies, improving workforce stability, and enhancing organizational performance.
- The study may also contribute to human resource management practices by providing useful information for designing employee well-being initiatives, mental health support

programs, and supportive workplace policies. It may assist HR managers in creating work environments that promote employee engagement, job satisfaction, organizational commitment, and positive employee experiences, particularly among Generation Z employees.

- Further, the study highlights the importance of psychological well-being for employees by emphasizing the need for supportive, healthy, and psychologically safe work environments. Understanding factors associated with employee well-being and turnover intention may contribute to improved mental well-being, better workplace experiences, and higher levels of job satisfaction among employees.
- Academically, the study contributes to the existing literature in the fields of Human Resource Management, Organizational Behaviour, and workplace well-being research. By focusing specifically on Generation Z employees in the manufacturing sector, the study addresses an area that has received comparatively limited research attention. The findings may provide a useful foundation for future studies related to employee well-being, generational workforce behaviour, turnover intention, and employee retention in organizational settings.

1.6 Objectives

1. To assess the level of psychological well-being among Generation Z employees in manufacturing organizations.
2. To identify the level of turnover intention among Generation Z employees in manufacturing organizations.
3. To analyse the relationship between psychological well-being and turnover intention among Generation Z employees in manufacturing organizations.
4. To examine the influence of psychological well-being on turnover intention among Generation Z employees in manufacturing organizations.

1.7 Scope of the Study

The present study focuses on examining psychological well-being and turnover intention among Generation Z employees working in manufacturing organizations. The study is limited to the manufacturing sector, considering the sector's demanding work environment, changing workforce expectations, and growing employee retention concerns.

The respondents of the study comprise Generation Z employees, generally defined as individuals born between 1997 and 2012, who are currently employed in manufacturing organizations.

Thus, the study provides insights into the psychological and behavioural aspects of Generation Z employees in the manufacturing sector and contributes to a better understanding of employee retention issues in the contemporary industrial context.

1.8 Limitations of the Study

The present study has certain limitations that should be considered while interpreting the findings. The study is confined to Generation Z employees working in manufacturing organizations and therefore does not represent employees from other generations or industrial sectors. The findings may thus have limited generalizability beyond the selected population.

The study is restricted to selected manufacturing organizations within the chosen geographical area, which may limit the broader applicability of the results to all manufacturing organizations.

The study relies on self-reported data collected through questionnaires, which may be affected by response bias, social desirability bias, or differences in respondents' interpretation of questionnaire items.

Further, the study focuses only on psychological well-being and turnover intention. Other factors such as job satisfaction, organizational commitment, leadership style, compensation, work environment, and organizational culture, which may also influence turnover intention, are not included within the scope of the present study.

1.9 Conceptual and Operational Definitions

A. Psychological Well-Being

Conceptual Definition

Psychological well-being refers to an individual's positive psychological functioning and the extent to which a person experiences a meaningful, purposeful, and fulfilling life. It is not merely the absence of psychological distress, but the presence of positive functioning and self-realization. Ryff (1989) conceptualized psychological well-being as a multidimensional construct consisting of self-acceptance, positive relations with others, autonomy, environmental mastery, purpose in life, and personal growth. Thus, psychological well-being reflects the degree to which individuals perceive themselves as functioning effectively in personal and social life.

Operational Definition

In the present study, psychological well-being refers to the level of positive psychological functioning of Generation Z employees working in manufacturing organizations. It is operationalized based on Carol Ryff's multidimensional model of psychological well-being and measured through the six dimensions of self-acceptance, positive relations with others, autonomy, environmental mastery, purpose in life, and personal growth using Ryff's 18-item Psychological Well-Being Scale.

B. Turnover Intention

Conceptual Definition

Turnover intention refers to an employee's conscious and deliberate willingness to leave the present organization in the near future. It represents the employee's psychological tendency, thought, or plan to quit the job voluntarily. Tett and Meyer (1993) define turnover intention as

an employee's intentional desire to leave the organization, and it is widely considered a strong predictor of actual employee turnover. It reflects the extent to which an employee is mentally prepared or inclined to seek separation from the organization.

Operational Definition

In the present study, turnover intention refers to the degree to which Generation Z employees in manufacturing organizations intend to leave their current organization. It is measured using the Turnover Intention Scale (TIS) administered to the respondents.

C. Generation Z Employees

Conceptual Definition

Generation Z employees refer to individuals born approximately between 1997 and 2012, who constitute the youngest cohort currently entering or participating in the workforce. They are often described as digital natives, having grown up in a technologically advanced environment shaped by the internet, smartphones, and social media. Generation Z employees are generally associated with characteristics such as technological adaptability, preference for flexibility, desire for meaningful work, concern for mental well-being, and expectations of supportive and growth-oriented workplaces.

Operational Definition

In the present study, Generation Z employees refer to individuals born between 1997 and 2012 who are currently employed in manufacturing organizations and who constitute the respondents selected for the study.

D. Manufacturing Sector

Conceptual Definition

The manufacturing sector refers to the segment of the economy engaged in the physical, mechanical, or chemical transformation of raw materials, substances, or components into finished or semi-finished goods through the use of labour, machinery, equipment, and industrial processes. It includes organizations involved in the production of goods for industrial use or final consumption and forms an important part of economic development, employment generation, and industrial growth.

Operational Definition

In the present study, the manufacturing sector refers to the manufacturing organizations engaged in production-related activities from which Generation Z employees were selected as respondents for examining psychological well-being and turnover intention.

CHAPTER 2

REVIEW OF LITERATURE

2.1 Introduction

The modern workplace is undergoing rapid transformation due to globalization, technological advancement, competitive market pressures, changing work arrangements, and increasing awareness of employee mental health. In this context, organizations are no longer concerned only with employees' physical output or technical competence, but also with their psychological well-being, emotional resilience, and overall quality of work life. Employee well-being has become a critical organisational concern because it is closely linked to job satisfaction, engagement, productivity, commitment, absenteeism, and retention. Among the many outcomes influenced by employee well-being, turnover intention has emerged as one of the most significant, particularly among younger employees entering the workforce.

The issue of turnover has become especially relevant with the increasing participation of Generation Z (Gen Z) in the labour market. Generation Z generally refers to individuals born between the mid-1990s and early 2010s. As the first generation to grow up fully in the digital era, Gen Z employees are often described as technologically competent, adaptive, flexible, career-conscious, and highly aware of mental health and work-life balance. They tend to value supportive work cultures, meaningful work, rapid learning opportunities, autonomy, recognition, and psychological safety. At the same time, several studies suggest that Gen Z employees display relatively high job mobility and turnover intention when their workplace expectations are not met.

This concern is particularly important in the manufacturing sector, where employees often work under structured routines, production targets, shift systems, repetitive tasks, physical demands, and comparatively lower flexibility than service or knowledge-based sectors. Such work conditions may influence the psychological well-being of employees, especially Gen Z employees who may seek autonomy, personal growth, emotional support, and meaningful work experiences. If these expectations remain unmet, psychological strain may increase and ultimately contribute to turnover intention.

A recent report by McKinsey & Company (2024) indicated that 48% of Gen Z employees in manufacturing intended to leave their jobs within the next 3–6 months, reflecting the urgency of understanding retention challenges among younger workers. This suggests that employee turnover is no longer only an operational issue but also a psychological and generational challenge that demands greater attention from organisations and human resource professionals.

The present chapter reviews the literature related to psychological well-being and turnover intention, with a particular focus on Generation Z employees. The chapter begins with the conceptual and theoretical foundations of psychological well-being, followed by the concept of turnover intention and theories explaining turnover behaviour. It then reviews empirical studies related to the topic, divided into international and national studies, and concludes by identifying the research gap that justifies the present study.

2.2 Concept of Psychological Well-Being

Psychological well-being is a broad and multidimensional concept that refers to an individual's positive mental, emotional, and social functioning. It reflects the extent to which a person is able to manage life effectively, maintain satisfying relationships, pursue meaningful goals,

accept oneself, and continue to grow as a person. Psychological well-being is not merely the absence of stress, anxiety, or mental illness; rather, it refers to the presence of positive functioning, inner balance, resilience, purpose, and self-realization.

In the context of work and organizations, psychological well-being has gained importance because employees spend a substantial portion of their lives in the workplace, and their psychological state significantly affects both individual and organizational outcomes. Employees with good psychological well-being are more likely to demonstrate positive work attitudes, stronger commitment, better interpersonal relationships, effective coping ability, and higher productivity. On the other hand, employees with poor psychological well-being may experience dissatisfaction, burnout, emotional exhaustion, disengagement, absenteeism, and turnover intention.

The concept of well-being has been understood through two major philosophical and psychological traditions: the hedonic approach and the eudaimonic approach. The hedonic perspective views well-being mainly in terms of pleasure, happiness, and life satisfaction. In contrast, the eudaimonic perspective argues that true well-being lies in living meaningfully, functioning effectively, and realizing one's potential. The eudaimonic view is especially useful in organizational research because employees may not experience well-being simply because they are comfortable or happy; rather, well-being also depends on whether they experience purpose, growth, autonomy, competence, and healthy relationships at work.

One of the most influential and widely used models of psychological well-being is Carol Ryff's multidimensional model of Psychological Well-Being, which forms the conceptual foundation for the present study.

2.2.1 Carol Ryff's Concept of Psychological Well-Being

Carol Ryff conceptualized psychological well-being as a multidimensional construct reflecting positive psychological functioning. According to Ryff, well-being is not a single emotional state or feeling of happiness, but a broader condition of functioning effectively in life. Ryff identified six core dimensions of psychological well-being, each representing an important aspect of healthy human functioning. These six dimensions together explain how individuals perceive themselves, manage their environment, build relationships, and find meaning in life.

1. Self-Acceptance

Self-acceptance refers to a positive evaluation of oneself and one's past life. It involves acknowledging and accepting one's strengths and weaknesses without excessive self-criticism. Individuals with high self-acceptance tend to have better confidence, emotional stability, and self-worth. In workplace settings, self-acceptance helps employees manage criticism, role challenges, and workplace pressure more effectively.

2. Positive Relations with Others

This dimension refers to the ability to form warm, trusting, empathetic, and satisfying relationships with others. It includes mutual care, emotional closeness, and social connectedness. In organizational life, positive relations with supervisors, co-workers, and

teams are crucial for social support, belongingness, and cooperation. Poor workplace relationships may reduce psychological well-being and increase stress and turnover intention.

3. Autonomy

Autonomy refers to self-determination, independence, and the ability to regulate one's behaviour according to personal values rather than external pressure. Employees with autonomy feel empowered to make decisions, express opinions, and manage their work with a sense of control. Lack of autonomy, highly rigid supervision, and over-control may reduce employees' motivation and well-being.

4. Environmental Mastery

Environmental mastery refers to the ability to manage one's life situation effectively, handle responsibilities, and make use of surrounding opportunities. In the workplace, this dimension reflects how well employees cope with workload, deadlines, organisational systems, and job demands. Employees with strong environmental mastery tend to feel competent and in control, whereas those who feel overwhelmed by job demands may experience stress and reduced well-being.

5. Purpose in Life

Purpose in life refers to having clear goals, direction, and a sense that life is meaningful. At work, this may involve finding significance in one's job, feeling that one's work contributes to something valuable, and having a sense of career direction. Employees who experience purpose in their work are more likely to remain engaged, motivated, and committed to the organization.

6. Personal Growth

Personal growth refers to continuous development, openness to new experiences, and the feeling that one is improving and realizing one's potential. This dimension is especially important for Generation Z employees, who often value learning, career advancement, feedback, and opportunities for self-development. A lack of growth opportunities may reduce psychological well-being and increase the likelihood of turnover intention.

Ryff's model is particularly useful in organisational research because it captures psychological functioning in a deeper and more meaningful way than simple measures of happiness or satisfaction. It allows researchers to understand whether employees feel psychologically healthy in terms of self-worth, relationships, autonomy, control, meaning, and growth.

2.2.2 Psychological Well-Being in the Workplace

Psychological well-being in the workplace is influenced by both individual factors and organizational factors. Individual factors include personality, coping ability, resilience, self-esteem, and emotional intelligence. Organizational factors include leadership style, work culture, job demands, role clarity, recognition, fairness, social support, autonomy, workload, career growth opportunities, and work-life balance.

In workplaces where employees experience fair treatment, recognition, trust, supportive leadership, learning opportunities, and manageable workloads, psychological well-being tends

to be higher. In contrast, work overload, role ambiguity, job insecurity, toxic leadership, poor communication, low support, and inflexible work systems may reduce employees' psychological well-being.

Psychological well-being has been linked to several positive organizational outcomes such as:

- higher job satisfaction
- stronger organizational commitment
- improved performance and productivity
- better interpersonal relations
- greater engagement and motivation
- lower stress and burnout
- lower absenteeism
- lower turnover intention

For Gen Z employees, psychological well-being may be particularly important because this generation tends to value mental health, flexibility, meaningful work, and personal growth more strongly than earlier generations. Therefore, organizations that fail to create psychologically supportive environments may find it difficult to retain younger employees.

2.3 Theories Related to Psychological Well-Being and Turnover Intention

The present study is supported by theories from positive psychology and organizational behaviour. Theories of psychological well-being explain the nature of positive mental functioning, while turnover theories explain why employees develop the intention to leave an organization.

2.3.1 Ryff's Theory of Psychological Well-Being

Ryff's theory forms the primary theoretical base for the present study. It conceptualizes psychological well-being through six dimensions: self-acceptance, positive relations, autonomy, environmental mastery, purpose in life, and personal growth. The theory is rooted in the eudaimonic perspective, which emphasizes meaning, growth, self-realization, and optimal functioning rather than mere pleasure or happiness. In the present study, Ryff's theory provides the conceptual basis for understanding the psychological state of Gen Z employees in manufacturing organisations.

2.3.2 Eudaimonic Theory of Well-Being

The eudaimonic perspective, inspired by Aristotle's idea of "living well," suggests that true well-being is achieved through meaningful living, realization of potential, and positive functioning. This theory is relevant because Gen Z employees often seek more than salary or job security; they value meaningful work, personal growth, flexibility, **recognition**, and emotional well-being. If their jobs fail to provide these experiences, their psychological well-being may decline.

2.3.3 Theory of Organizational Equilibrium – March and Simon (1958)

March and Simon proposed that employees remain in an organization when there is a balance between their contributions and the inducements they receive from the organization. Employees are more likely to leave when they perceive dissatisfaction, unmet needs, or better alternatives outside. Psychological well-being can influence the “desirability of movement,” meaning that employees with poor well-being may find leaving more desirable than staying.

2.3.4 Mobley’s Turnover Process Model (1977)

Mobley explained turnover as a gradual psychological process that begins with job dissatisfaction, followed by thoughts of quitting, evaluation of alternatives, intention to leave, and finally actual turnover. Psychological well-being is relevant to this model because poor well-being may increase dissatisfaction, emotional exhaustion, and withdrawal cognitions, thereby strengthening turnover intention.

2.3.5 Job Demands–Resources (JD-R) Model

The JD-R model explains how job demands and job resources influence employee outcomes. Job demands such as workload, role pressure, shift work, and physical strain consume employees’ energy and may lead to stress and burnout. Job resources such as social support, autonomy, recognition, and career development help employees cope effectively and maintain motivation. In manufacturing settings, where job demands are often high, the JD-R model is particularly relevant for understanding how insufficient resources may reduce psychological well-being and increase turnover intention.

2.3.6 Social Exchange Theory

Social Exchange Theory suggests that employee-employer relationships are based on reciprocity. When employees feel valued, supported, respected, and fairly treated, they are likely to respond with loyalty, commitment, and retention. However, if employees feel unsupported, psychologically strained, or neglected, they may withdraw emotionally and develop turnover intention. This theory is highly relevant to Gen Z employees, who place importance on fairness, support, recognition, and relational quality at work.

2.3.7 Person–Environment Fit Theory

Person–Environment Fit theory states that employee outcomes depend on the degree of fit between the person and the work environment. If there is a mismatch between an employee’s needs, values, or expectations and the organizational environment, dissatisfaction and stress may occur. Gen Z employees often value growth, flexibility, psychological safety, and meaningful work. If manufacturing jobs fail to provide these conditions, a poor person–environment fit may reduce psychological well-being and increase turnover intention.

2.4 Concept of Turnover Intention

Turnover intention refers to an employee’s conscious and deliberate willingness to leave the organization in the near future. It is generally considered one of the strongest predictors of actual employee turnover. Employees usually do not leave an organization suddenly; rather, turnover intention develops gradually through dissatisfaction, stress, burnout, poor work experiences, low commitment, or the availability of better opportunities.

Turnover intention is an important organisational issue because it affects:

- recruitment and training costs
- continuity of operations
- productivity and team stability
- organizational knowledge retention
- employee morale and work climate

In the manufacturing sector, turnover intention can be especially costly because operational work often depends on skilled, trained, and experienced employees who understand production processes and workplace systems. Frequent turnover among Gen Z employees may create instability in workforce planning, increase training costs, and affect production continuity.

For Generation Z employees, turnover intention may be influenced by several factors, including:

- poor psychological well-being
- job stress and emotional exhaustion
- lack of work-life balance
- poor leadership and toxic work culture
- low job satisfaction
- weak organizational commitment
- lack of recognition and career growth
- insecurity in working conditions
- mismatch between personal expectations and workplace realities

Thus, turnover intention among Gen Z employees is not only an HR problem but also a reflection of their psychological and organizational experience.

2.5 Review of Related Studies

The review of related studies is divided into international studies and national studies. The selected studies focus on psychological well-being, work stress, psychosocial work environment, organizational commitment, employee retention, and turnover intention among Gen Z or young employees.

2.5.1 International Studies

1. Karimah and Al Karim (2025)

Karimah and Al Karim conducted a study titled “*Turnover Intention among Gen Z Employees: The Influence of Work Stress and Openness to Experience Personality.*” The study examined the effects of job stress and openness to experience on turnover intention among 251 Indonesian

Gen Z employees. Using a quantitative correlational design, data were collected through online surveys and analysed using multiple linear regression. The findings showed that both job stress and openness to experience significantly influenced turnover intention, but job stress had the stronger effect. The study concluded that turnover intention among Gen Z employees is shaped more by situational pressures such as stress than by personality alone.

2. Anggapradja, Agustriyana, and Marinda (2025)

Anggapradja, Agustriyana, and Marinda conducted a study titled *“Turnover Intention Among Generation Z Employees: A Systematic Review.”* The study systematically reviewed empirical research on turnover intention among Gen Z employees published between 2019 and 2025. The review included 20 peer-reviewed empirical studies from Scopus and Web of Science databases. The findings showed that perceived organizational support, leadership quality, and career development opportunities were among the most consistent predictors of turnover intention. These determinants often operated through psychological mediators such as job satisfaction, affective commitment, work engagement, psychological capital, and job embeddedness. The review concluded that Gen Z retention decisions are strongly shaped by relational and psychological factors rather than purely transactional factors.

3. Shinde (2025)

Shinde conducted a study titled *“The Role of Emotional Exhaustion in Employee Turnover and its Implications for Retention.”* The study examined the psychological factors underlying voluntary employee turnover, particularly focusing on emotional exhaustion. Using empirical analysis, the research found a strong positive relationship between emotional exhaustion and turnover intention, indicating that employees experiencing chronic fatigue, stress, and emotional depletion were more likely to consider leaving their organizations. The findings also revealed that Generation Z, Millennials, and female employees reported higher levels of emotional exhaustion and turnover intention. Additional contributing factors included psychological contract breach, dissatisfaction with leadership, lack of recognition, and lack of meaningful work.

4. Riamanda, Syahara, and Sulthanul/Yazid (2025)

Riamanda, Syahara, and Sulthanul/Yazid conducted a study titled *“Predicting Turnover Intention among Generation Z Employees Based on Psychosocial Work Environment Factors.”* The study examined the influence of psychosocial work environment factors on turnover intention among 315 Gen Z employees in Banda Aceh. Data were analysed using binary logistic regression. The findings showed that job satisfaction, horizontal trust, and insecurity over working conditions were significant predictors of turnover intention. Job satisfaction and supportive peer relationships reduced turnover intention, whereas insecurity regarding job stability and wages increased employees’ intention to leave the organization.

5. Al Farabi, Matulessy, and Rini (2025)

Al Farabi, Matulessy, and Rini conducted a study titled *“Psychological Well-Being and Organizational Commitment with Turnover Intention among Generation Z Employees.”* The study aimed to examine the relationship between psychological well-being, organizational commitment, and turnover intention among Gen Z employees. A quantitative correlational design was adopted with 350 Gen Z employees as participants. Data were collected using the

Psychological Well-Being Scale, Organizational Commitment Scale, and Turnover Intention Scale. The findings revealed a significant relationship between psychological well-being, organizational commitment, and turnover intention ($R = 0.839$, $p < 0.01$), with an effective contribution of 70.4%. Partial analysis showed that psychological well-being had a significant negative relationship with turnover intention ($t = -3.606$, $p < 0.05$) and organizational commitment also had a significant negative relationship with turnover intention ($t = -5.079$, $p < 0.05$). The study concluded that higher levels of psychological well-being and organizational commitment are associated with lower turnover intention among Gen Z employees.

6. Elangovan, Rodzalan, and Sariyon (2025)

Elangovan, Rodzalan, and Sariyon conducted a study titled *“Examining the Relationship between Employee Well-Being and Retention with Mediating Effect of Job Satisfaction among Generation Z.”* The purpose of the study was to analyse how employee well-being influences employee retention and to examine the mediating role of job satisfaction in a digital workplace environment. The study focused on Generation Z employees working in manufacturing industries in Johor Bahru, Malaysia. Employee well-being was measured using the PERMA theory framework. Data were collected through a quantitative approach and analysed using Spearman correlation and Preacher and Hayes mediation analysis through SPSS. The findings revealed that employee well-being had a significant positive relationship with retention and that job satisfaction played a mediating role in strengthening this relationship. The study highlights that improving employee well-being can enhance job satisfaction and ultimately reduce turnover among Generation Z employees.

7. Latumahina, Joesah, and Frimayasa (2024)

Latumahina, Joesah, and Frimayasa conducted a study titled *“Turnover Intention among Generation Z Employees: The Role of Workload, Social Support, and the Mediating Effect of Job Stress.”* The study examined the relationships between workload, social support, job stress, and turnover intention among 100 Gen Z employees. Using a causal quantitative design, data were analysed through PLS-SEM. The findings revealed that workload significantly increased job stress, and job stress strongly influenced turnover intention. Social support significantly reduced job stress but did not show a strong direct effect on turnover intention. The study highlights the mediating role of job stress in linking work conditions and turnover intention among Gen Z employees.

8. Khor, Lum, Too, and Yap (2024)

Khor, Lum, Too, and Yap conducted a study titled *“A Study on Factors Affecting Employee Turnover Intention among Generation Z in the Fast-Food Industry.”* The study examined various factors influencing turnover intention among Generation Z employees working in the fast-food sector. The researchers considered job stress, job stressors, job satisfaction, and organizational commitment as the main independent variables. The study was guided by the Job Demands–Resources Theory and Social Exchange Theory. Data were collected from 384 Gen Z employees and analysed using reliability testing, inferential analysis, and multiple regression through SPSS. The findings highlighted that job-related factors such as stress, satisfaction, and commitment significantly influence turnover intention among Gen Z employees.

9. Daniel and Sanjaya (2024)

Daniel and Sanjaya conducted a study titled “*An Examination of Factors Influencing Turnover Intentions Among Generation Z Employees.*” The study explored the reasons behind turnover intention among Gen Z employees in Bandung, Indonesia. Using a qualitative descriptive design, the researchers conducted interviews and observations with 12 respondents from different industries. The findings revealed that heavy workloads, dissatisfaction with compensation, high work intensity, toxic leadership, toxic work culture, and lack of a supportive work environment were the major drivers of turnover intention. The study emphasized the importance of clear job roles, supportive leadership, and healthy work environments in reducing turnover among Gen Z employees.

10. Chen, Masukujjaman, Mamun, Gao, and Makhbul (2023)

Chen, Masukujjaman, Mamun, Gao, and Makhbul conducted a study titled “*Modeling the Significance of Work Culture on Burnout, Satisfaction, and Psychological Distress among the Gen-Z Workforce in an Emerging Country.*” The study aimed to examine how work culture factors such as 996 work culture, work overload, career development opportunities, and pay for performance influence psychological distress among Generation Z employees in China. The researchers used a quantitative cross-sectional design and collected data from 676 Gen Z workers, analysing the data using Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings revealed that 996 work culture and work overload increased psychological distress through job burnout and reduced job satisfaction, while career development opportunities and performance-based pay improved job satisfaction and reduced psychological distress. The study concluded that workplace culture and job conditions play a significant role in influencing the psychological well-being of Generation Z employees.

11. Wright and Cropanzano (2000)

Wright and Cropanzano conducted a study on psychological well-being and employee performance. The study examined how employees’ psychological well-being influences job attitudes and workplace behaviour. The researchers found that employees with higher psychological well-being experienced lower stress, better job performance, and stronger organizational commitment. The study also indicated that employees with poor psychological well-being were more likely to experience dissatisfaction and develop turnover intention. The study emphasized that organizations should create supportive work environments and promote employee mental health to improve retention.

2.5.2 National Studies

1. Gosavi, Misra, and Goidani (2025)

Gosavi, Misra, and Goidani conducted a study titled “*Retaining Generation Z in India – A Work Values based HR Perspective.*” The study explored how work values influence employee retention among Generation Z in Indian organizations. Using semi-structured interviews with HR professionals from different industries, the study found that meaningful work, continuous learning opportunities, flexibility, and mental health support are strongly associated with retaining Generation Z employees. The study highlights that psychological and work-value related factors play an important role in shaping retention decisions of Gen Z employees in India.

2) Juwita (2025)

Juwita conducted a study titled “Pengaruh Employee Engagement dan Stres Kerja terhadap Turnover Intention Karyawan Generasi Z pada Perusahaan Manufaktur di Kota Depok” [*The Influence of Employee Engagement and Job Stress on Turnover Intention among Generation Z Employees in Manufacturing Companies in Depok City*]. The study examined the effect of employee engagement and job stress on turnover intention among Generation Z employees working in manufacturing companies. A quantitative method was adopted, and data were collected from 30 respondents using a questionnaire. The data were analysed using SPSS and multiple regression analysis. The findings showed that employee engagement had a negative and significant effect on turnover intention, while job stress had a positive and significant effect on turnover intention. The study is relevant because it directly focuses on Generation Z employees in manufacturing organizations and shows that psychological and workplace factors significantly shape their intention to leave.

3) Gaan and Shin (2022)

Gaan and Shin conducted a study titled “Generation Z software employees’ turnover intention.” The study examined turnover intention among Generation Z software professionals in India and analysed the role of resonant leadership, self-efficacy, organizational identification, and work performance. The researchers collected data from 73 leader–subordinate dyads across 10 large-scale software companies in India and analysed the data using hierarchical linear modelling and multilevel mediation analysis. The findings revealed that resonant leadership significantly influenced work-related outcomes and turnover intention through the psychological mechanisms of self-efficacy and organizational identification. The study suggested that leadership quality and psychological support systems are important in reducing turnover intention among Gen Z employees in the Indian context.

2.6 Synthesis of Literature

A review of the above studies reveals several important patterns.

First, psychological well-being and employee well-being are consistently associated with favorable retention outcomes and lower turnover intention. Studies by Elangovan et al., Al Farabi et al., and Wright and Cropanzano indicate that employees with better psychological well-being tend to report higher satisfaction, stronger commitment, better adjustment, and lower intention to leave.

Second, work stress, burnout, emotional exhaustion, and psychosocial work conditions emerge as major predictors of turnover intention among Gen Z employees. Studies by Chen et al., Karimah and Al Karim, Latumahina et al., Daniel and Sanjaya, and Shinde show that excessive workload, toxic culture, poor leadership, and job stress significantly increase turnover intention.

Third, the literature shows that job satisfaction, organizational commitment, social support, trust, leadership quality, and career development opportunities function as important mediating

or protective factors. These variables reduce the negative effects of work stress and poor work environments and strengthen retention among younger employees.

Fourth, the reviewed studies indicate that Generation Z employees are particularly sensitive to workplace experiences such as recognition, meaningful work, growth opportunities, supportive supervision, emotional safety, and work-life balance. When these expectations are not met, their psychological well-being may decline and turnover intention may increase.

Finally, many of the reviewed studies, though conducted in different sectors and countries, point to the same conclusion: employee turnover among Gen Z cannot be understood only as an economic or HR issue; it must also be understood as a psychological and relational issue.

CHAPTER 3

METHODOLOGY

3.1 Introduction

Research methodology forms the backbone of any scientific investigation because it provides the systematic procedure through which the researcher studies a problem, gathers evidence, analyses data, and arrives at valid conclusions. It is the framework that guides the entire research process and ensures that the study is conducted in a logical, objective, and reliable manner. In social science and management research, methodology is particularly important because the variables under study often involve human attitudes, perceptions, emotions, and behaviour, all of which require careful selection of methods and tools for meaningful interpretation.

The present study, entitled “Psychological Well-Being and Turnover Intention among Generation Z Employees in Manufacturing Organizations,” is an attempt to understand two important organizational concerns in the contemporary workplace: the psychological well-being of employees and their intention to leave the organization. In the current work environment, employee retention has become a serious challenge, particularly among younger employees who often have different expectations regarding work-life balance, organizational support, career growth, flexibility, and emotional well-being. At the same time, manufacturing organizations continue to face pressure to maintain workforce stability, productivity, and operational continuity. Therefore, examining the psychological well-being of Generation Z employees and its influence on turnover intention becomes highly relevant both academically and practically.

The methodology chapter explains how the present study was conducted and how the research objectives were translated into a structured process of data collection and analysis. It outlines the statement of the problem, significance of the study, objectives, hypotheses, research design, population of the study, sampling technique, inclusion criteria, sample size, sources of data, research instrument, operational definition of variables, pilot study, reliability of the instrument, data collection procedure, tools for analysis, limitations of the study, and chapter summary. By presenting the methodological framework in detail, this chapter ensures transparency and helps establish the credibility of the findings of the study.

3.2 Research Design

Research design refers to the overall plan, structure, and strategy of investigation adopted by the researcher to answer the research questions and achieve the objectives of the study.

The present study adopted a descriptive and analytical research design.

3.2.1 Descriptive Research Design

The descriptive component of the study was used to describe and assess the existing level of psychological well-being and turnover intention among Generation Z employees in manufacturing organizations. Descriptive research is useful when the researcher intends to present the current status of a phenomenon, identify patterns in responses, and describe characteristics of the study variables without manipulating them.

In the present study, descriptive design was appropriate because the researcher sought to understand:

- How psychologically well the respondents were functioning,
- The extent to which they experienced turnover intention,
- The overall response pattern of Gen Z employees with respect to the variables under study.

3.2.2 Analytical Research Design

The analytical component of the study was used to examine the relationship between psychological well-being and turnover intention and to study the influence of psychological well-being on turnover intention. Analytical research goes beyond mere description and attempts to explain associations, causes, or patterns between variables.

Since the present study not only assessed the levels of the variables but also attempted to understand whether psychological well-being is related to and influences turnover intention, analytical design was considered appropriate. The combination of descriptive and analytical design enabled the researcher to address all the objectives of the study in a comprehensive manner.

3.3 Population of the Study

The population refers to the entire group of individuals who possess the characteristics relevant to the study and from whom the researcher intends to draw conclusions. In the present study, the population comprised Generation Z employees working in manufacturing organizations.

For the purpose of the study, Generation Z employees refer to employees born between 1997 and 2012 who are currently employed in manufacturing organizations. The manufacturing sector includes organizations engaged in the production of goods and industrial operations. The study specifically focused on Gen Z employees because this generation represents the emerging workforce and is increasingly associated with changing work expectations, higher career mobility, and greater concern for psychological well-being and work-life balance.

The population was selected in line with the purpose of the study, which is to understand psychological well-being and turnover intention among younger employees in industrial settings.

3.4 Sampling Technique

Sampling refers to the process of selecting a subset of individuals from the population for the purpose of data collection. Since it is often not possible to study the entire population due to time, cost, and accessibility constraints, researchers select a representative sample.

The present study employed Purposive Sampling, which is a non-probability sampling technique. In purposive sampling, respondents are selected intentionally by the researcher based on specific characteristics relevant to the study. This method was considered suitable

because the study focused specifically on Generation Z employees working in manufacturing organizations, and therefore only respondents who fulfilled these criteria were selected.

Purposive sampling was appropriate in the present study for the following reasons:

- The study required respondents belonging specifically to the Generation Z age group.
- The respondents had to be currently employed in manufacturing organizations.
- The study sought data only from those employees who were capable of understanding the questionnaire and willing to participate.

3.5 Inclusion Criteria

To ensure relevance and consistency in the sample, the following inclusion criteria were adopted:

1. Employees belonging to Generation Z, that is, employees born between 1997 and 2012.
2. Employees currently working in manufacturing organizations.
3. Employees who were willing to participate in the study.
4. Employees who were able to understand and respond to the questionnaire.

These criteria helped the researcher identify respondents who were appropriate for the study and capable of providing valid responses.

3.6 Sample Size

The sample size refers to the number of respondents selected from the population for the purpose of data collection and analysis. In the present study, a total of 85 Generation Z employees working in manufacturing organizations were selected as respondents.

The sample size was considered adequate for the present study because it enabled the researcher to conduct descriptive as well as inferential statistical analyses such as frequency, percentage, median, mode, Spearman rank correlation, and ordinal logistic regression. Since the study was exploratory in nature within a defined population segment, the sample size was sufficient to provide meaningful insights into the relationship between psychological well-being and turnover intention among the selected respondents.

3.7 Sources of Data

The study was based on both primary data and secondary data.

3.7.1 Primary Data

Primary data are the original data collected directly from respondents for the specific purpose of the study. In the present study, primary data were collected from Generation Z employees

working in manufacturing organizations through a standard questionnaire. The responses obtained from the respondents formed the main basis for analysis and interpretation.

3.7.2 Secondary Data

Secondary data refer to information already available in published and documented form. Secondary data were used mainly for building the conceptual framework of the study, reviewing previous literature, understanding theoretical perspectives, and identifying research gaps.

The secondary data for the study were collected from:

- Books
- Academic journals
- Research articles
- Published theses and dissertations
- Conference papers
- Government and organizational reports
- Reliable online scholarly sources

These secondary sources provided the theoretical and empirical foundation for understanding psychological well-being, turnover intention, Generation Z characteristics, and manufacturing-sector work dynamics.

3.8 Research Instrument

A standard questionnaire was used as the primary instrument for collecting data in the present study. A questionnaire is one of the most widely used tools in social science and management research because it enables the researcher to gather information from a large number of respondents in a structured and standardized manner.

The questionnaire used in the study consisted of items relating to the two major variables:

- 1. Psychological Well-Being**
- 2. Turnover Intention**

The instrument included standardized scales to ensure reliability and validity in measurement.

3.8.1 Psychological Well-Being Scale

Psychological well-being was measured using Carol Ryff's 18-item Psychological Well-Being Scale. Ryff's model conceptualizes psychological well-being as a multidimensional construct consisting of six dimensions:

- Self-Acceptance
- Positive Relations with Others

- Autonomy
- Environmental Mastery
- Purpose in Life
- Personal Growth

Each dimension reflects a particular aspect of positive psychological functioning. The scale helps in understanding whether employees feel satisfied with themselves, are able to maintain positive relationships, feel autonomous in their decisions, manage their environment effectively, find meaning in life, and continue to grow personally.

3.8.2 Turnover Intention Scale

Turnover intention was measured using a Turnover Intention Scale (TIS). This scale assesses the extent to which employees think about leaving their present organization, search for alternative employment, or intend to resign in the near future. It captures the psychological tendency to quit, which is considered an important predictor of actual turnover.

3.8.3 Scaling Pattern

The questionnaire used a five-point Likert scale for measuring responses. The scale points were as follows:

- 1 – Strongly Disagree
- 2 – Disagree
- 3 – Neutral
- 4 – Agree
- 5 – Strongly Agree

The use of the Likert scale enabled the researcher to convert subjective responses into quantifiable data suitable for statistical analysis.

3.9 Pilot Study

A pilot study is a preliminary small-scale study conducted before the main survey in order to test the feasibility, clarity, and suitability of the research instrument. It helps the researcher identify possible issues related to the wording of questions, structure of the questionnaire, response patterns, and administration process.

In the present study, a pilot study was conducted among a small group of respondents belonging to the same category as the actual sample, that is, Generation Z employees working in manufacturing organizations. The purpose of the pilot study was:

- to check whether the questionnaire items were clear and understandable,
- to identify any ambiguity in wording,
- to assess whether the respondents were able to complete the questionnaire comfortably,

- to test the appropriateness of the response scale,
- and to evaluate the reliability of the instrument before final administration.

Based on the pilot study, necessary modifications were made in the wording and arrangement of items wherever required, so that the final questionnaire could be administered effectively to the respondents.

3.10 Reliability of the Instrument

Reliability refers to the degree to which an instrument consistently measures what it is intended to measure. A reliable instrument produces stable and dependable results when administered under similar conditions. In the present study, the reliability of the questionnaire was assessed using Cronbach's Alpha, which is one of the most commonly used methods for testing internal consistency.

Cronbach's Alpha values range from 0 to 1, and higher values indicate better internal consistency among the items in the scale. Reliability analysis was conducted for the questionnaire before the final analysis to ensure that the items measuring psychological well-being and turnover intention were consistent and dependable.

The reliability values obtained in the study were as follows:

Table 3.10 Reliability of the Instrument

Variable	Number of Items	Cronbach's Alpha
Psychological Well-Being and Turnover Intention (overall instrument)	33	0.668
Psychological Well-Being Scale	17	0.609

The reliability coefficients indicate an acceptable level of internal consistency for the purpose of the study. Therefore, the instrument was considered suitable for data collection and further analysis.

3.11 Data Collection Procedure

The data collection process involved the administration of the questionnaire to the selected respondents. The researcher approached Generation Z employees working in manufacturing organizations who satisfied the inclusion criteria and requested their participation in the study.

Before distributing the questionnaire, the respondents were informed about:

- the purpose of the study,

- the academic nature of the research,
- the voluntary nature of participation,
- and the assurance of confidentiality and anonymity.

The respondents were requested to read each statement carefully and provide honest responses based on their own experiences and perceptions. Sufficient time was given to complete the questionnaire. The completed questionnaires were collected by the researcher, checked for completeness, and then coded for analysis.

Care was taken to ensure that:

- respondents were not forced or pressured to participate,
- their identity remained confidential,
- the information provided by them was used only for academic purposes,
- and the data were handled responsibly throughout the research process.

3.12 Tools for Data Analysis

After collecting the data, the responses were coded, classified, tabulated, and analysed using IBM SPSS Statistics. The statistical tools were selected based on the nature of the variables, the measurement scale, and the objectives of the study.

3.12.1 Frequency

Frequency was used to show the number of respondents falling under each category of response. It helped in presenting the distribution of respondents with respect to psychological well-being and turnover intention.

3.12.2 Percentage

Percentage was used along with frequency to show the proportion of respondents in each category. It made the interpretation of response distribution more meaningful and easy to understand.

3.12.3 Median

Median was used as a measure of central tendency to identify the middle value in the ordered set of responses. Since the study used ordinal-scale data through a Likert scale, median was considered an appropriate measure to represent the central tendency of the responses.

3.13.4 Mode

Mode was used to identify the most frequently occurring response among the respondents. It helped the researcher understand the most common pattern of response for each variable.

3.13.5 Spearman Rank Correlation

Spearman Rank Correlation was used to examine the relationship between psychological well-being and turnover intention among Generation Z employees. Since the data were based on ordinal responses and the study involved non-parametric analysis, Spearman correlation was considered suitable. This tool helped in identifying whether the relationship between the variables was positive or negative and whether it was statistically significant.

3.13.6 Ordinal Logistic Regression

Ordinal Logistic Regression was used to examine the influence of psychological well-being on turnover intention. This technique is useful when the dependent variable is ordinal in nature and when the researcher intends to examine the predictive influence of an independent variable on an ordered outcome variable. In the present study, it was used to understand whether psychological well-being significantly predicts turnover intention among Generation Z employees.

3.14 Ethical Considerations

Ethics play an important role in research involving human participants. The present study followed basic ethical principles to ensure that the rights, dignity, and privacy of the respondents were respected throughout the research process.

The following ethical measures were observed:

- The respondents were informed about the purpose of the study.
- Participation in the study was completely voluntary.
- Respondents were free to decline participation if they did not wish to take part.
- Confidentiality and anonymity of the respondents were maintained.
- The responses were used strictly for academic purposes.
- No misleading information or coercion was involved in the data collection process.

These measures were adopted to ensure that the study was conducted in a fair, respectful, and responsible manner.

CHAPTER 4

DATA ANALYSIS

4.1 Introduction

This chapter presents the analysis and interpretation of the data collected for the study titled “Psychological Well-Being and Turnover Intention among Generation Z Employees in Manufacturing Organizations.” The data obtained from 85 Generation Z employees working in selected manufacturing organizations were systematically organized, coded, and analyzed using appropriate statistical tools with the help of SPSS.

The chapter begins with the demographic profile of the respondents, covering variables such as gender, age, educational qualification, employment type, and years of experience in the present company. It then presents the analysis of the major study variables, namely psychological well-being and turnover intention.

Both descriptive and inferential statistical techniques were employed for the analysis of data. Descriptive statistics such as frequency, percentage, mean, and standard deviation were used to summarize the demographic details and to assess the levels of psychological well-being and turnover intention among the respondents. Inferential statistical tools such as correlation analysis were used to examine the relationship between psychological well-being and turnover intention as well as the relationship between turnover intention and the dimensions of psychological well-being. Further, regression analysis was applied to identify the extent to which psychological well-being predicts turnover intention among Generation Z employees.

Thus, this chapter provides a detailed presentation of the findings derived from the statistical analysis and offers an interpretation of the results in relation to the objectives of the study.

4.2 Demographic Profile of Respondents

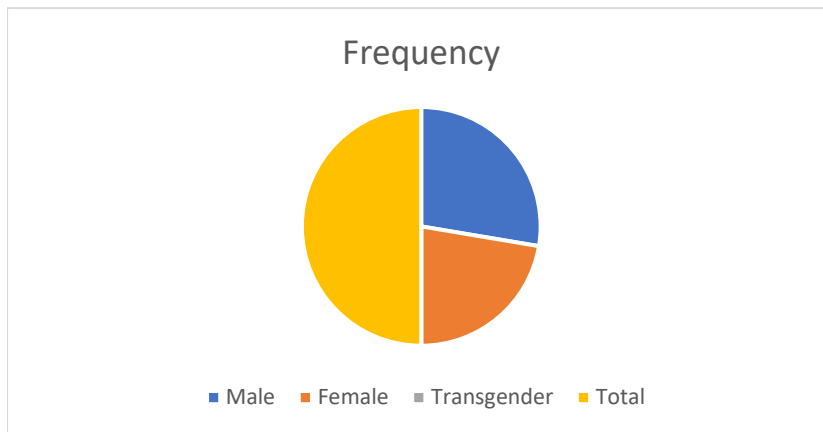
This section presents the demographic profile of the respondents included in the study. Demographic variables play an important role in understanding the background characteristics of the sample and provide a clearer context for interpreting the findings of the study. In the present study, the demographic profile of the respondents was analyzed using variables such as gender, employment type, and years of experience in the present company. The analysis of these variables helps to understand the composition of the respondents and provides a basis for further interpretation of psychological well-being and turnover intention among Generation Z employees in manufacturing organizations.

4.2.1 Gender-wise distribution of Respondents

Table 4.2.1 Gender-wise distribution of Respondents

Gender	Frequency	Percentage
Male	47	55.3
Female	38	44.7
Transgender	0	0
Total	85	100.0

Figure 4.2.1 Gender-wise distribution of Respondents



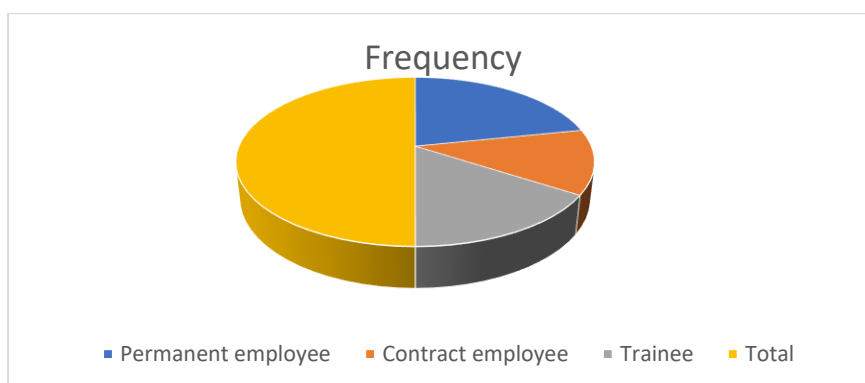
Interpretation

Table 4.2.1 presents the gender-wise distribution of the respondents included in the study. Out of the total 85 respondents, 47 respondents (55.3%) were male and 38 respondents (44.7%) were female.

4.2.2 Employment Type

Employment Type	Frequency	Percentage
Permanent employee	37	43.5
Contract employee	21	24.7
Trainee	27	31.8
Total	85	100.0

Figure 4.2.2 Employment Type



Interpretation

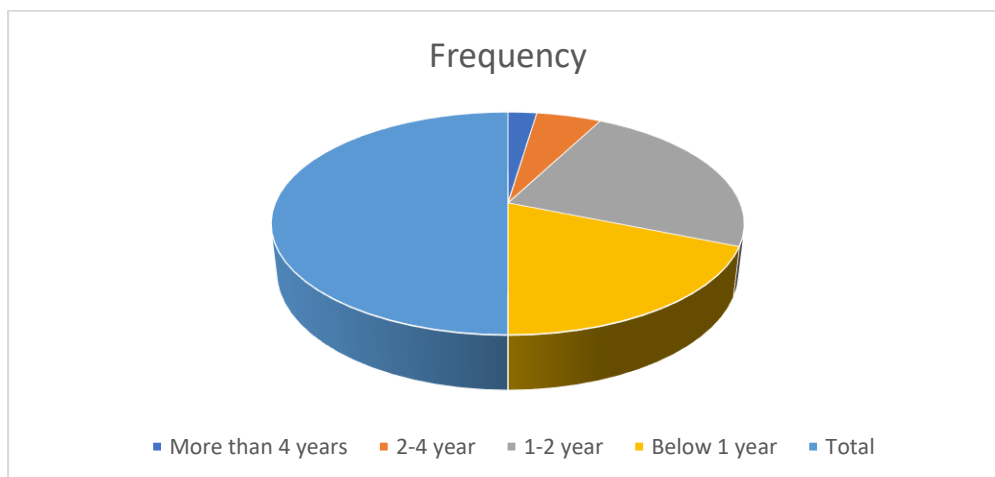
The table shows the employment type of the respondents included in the study. Out of the total 85 respondents, 37 respondents (43.5%) were permanent employees, 27 respondents (31.8%) were trainees, and 21 respondents (24.7%) were contract employees.

This indicates that the largest proportion of respondents were permanent employees, followed by trainees, while contract employees formed the smallest group in the sample.

4.2.3 Years of Experience

Years of Experience	Frequency	Percentage
More than 4 years	4	4.7
2-4 year	9	10.6
1-2 year	40	47.1
Below 1 year	32	37.6
Total	85	100.0

Figure 4.2.3 Years of Experience



Interpretation

The table shows the distribution of respondents based on their years of experience in the present company. Out of the total 85 respondents, 40 respondents (47.1%) had 1–2 years of experience, which forms the largest group. This was followed by 32 respondents (37.6%) who had below 1 year of experience. Further, 9 respondents (10.6%) had 2–4 years of experience, while only 4 respondents (4.7%) had more than 4 years of experience in the present company.

The findings indicate that the majority of the respondents have relatively lower tenure in their present organization, with most employees having less than two years of work experience in the company. This suggests that the sample largely consists of newer or early-stage employees, which is relevant to the present study as Generation Z employees are generally at the beginning stage of their careers. Their limited experience in the organization may have an influence on both their psychological well-being and turnover intention, as employees in the early years of employment often face adjustment challenges, uncertainty, and career-related expectations.

4.3 Descriptive statistics

Descriptive statistical analysis was used in the study to summarize and present the data in a clear and meaningful manner. It helped in understanding the basic characteristics of the respondents as well as the study variables. In this research, descriptive statistics such as frequency, percentage, mean, median, mode, and standard deviation were employed to analyze the demographic profile of Generation Z employees and their responses related to psychological well-being and turnover intention. The use of descriptive statistics provided a general overview of the distribution, central tendency, and variability of the data, thereby facilitating a better understanding of the sample and the nature of the variables under study.

4.3.1 Psychological Well-Being

This section presents the descriptive statistics of Psychological Well-Being among Generation Z employees in manufacturing organizations. Psychological well-being is one of the key variables of the study, and descriptive analysis was carried out to understand the average level of well-being among the respondents. The measures of mean, median, mode, and standard deviation help to identify the central tendency and consistency of responses related to psychological well-being.

Table 4.3.1

Variable	Mean	Median	Mode	Standard Deviation
Psychological Well-Being (PW)	2.4925	2.3889	2.33	0.35532

Interpretation

The above table presents the descriptive statistics of Psychological Well-Being among the respondents. The mean score of psychological well-being is 2.4925, indicating a moderate level of psychological well-being among Generation Z employees in the selected manufacturing organizations. The median value is 2.3889 and the mode is 2.33, which show that the central tendency of the responses is concentrated around the mid-level of the scale. The standard deviation of 0.35532 indicates that the responses do not vary widely from the mean and that the level of psychological well-being among respondents is relatively consistent.

4.3.2 Turnover intention

This section deals with the descriptive analysis of Turnover Intention among Generation Z employees in manufacturing organizations. Descriptive statistics were used to identify the general level of turnover intention reported by the respondents and to understand the pattern of their responses. The values of mean, median, mode, and standard deviation provide an overview of the tendency of employees to consider leaving their present organization.

Table 4.3.2

Variable	N	Mean	Median	Mode	Standard Deviation
Turnover Intention (TI)	85	3.22	3.20	3.53	0.38

Interpretation

Descriptive statistics were used to assess the level of turnover intention among Generation Z employees in manufacturing organizations. The results show that the mean score of turnover intention was 3.22, indicating a moderately high level of turnover intention among the respondents. The median value of 3.20 suggests that the central tendency of responses is close to the mean, reflecting a fairly balanced distribution of responses. The mode value of 3.53 indicates that this correlation was the most frequently occurring score among the participants. Further, the standard deviation of 0.38 reveals that the responses did not vary widely from the mean, suggesting a relatively consistent pattern in turnover intention levels among the employees. Overall, the findings indicate that Generation Z employees in the selected manufacturing organizations exhibit a noticeable tendency toward turnover intention.

4.4 Correlation analysis

Correlation analysis was used in the study to examine the nature and direction of the relationship between the major variables. It helps to determine whether a change in one variable is associated with a change in another variable and whether the relationship is positive or negative. In the present study, Spearman's rank correlation was applied to analyze the relationship between Psychological Well-Being and Turnover Intention among Generation Z employees in manufacturing organizations. The analysis helps to understand whether psychological well-being is associated with employees' intention to leave the organization.

This section examines the relationship between Psychological Well-Being and Turnover Intention among Generation Z employees. Correlation analysis was conducted to identify whether the two variables are significantly related and to determine the direction and strength of the relationship. Since the study aims to understand whether psychological well-being has any association with turnover intention, this analysis forms an important part of the research.

Table 4.4

Variables	Spearman's rho (ρ)	p-value
Psychological Well-Being and Turnover Intention	0.261	0.016

Interpretation

A Spearman Rank Correlation test was conducted to examine the relationship between psychological well-being and turnover intention among Generation Z employees.

The results revealed a Spearman's rho (ρ) value of 0.261 with a p-value of 0.016. Since the p-value (0.016) is less than the significance level of 0.05, the relationship between the variables is statistically significant.

The correlation coefficient ($\rho = 0.261$) indicates a weak positive relationship between psychological well-being and turnover intention.

4.5 Regression analysis

Regression analysis was employed in the study to examine the predictive effect of the independent variable on the dependent variable. While correlation analysis indicates the existence and direction of a relationship, regression analysis helps to determine the extent to which one variable influences or predicts another. In the present study, regression analysis was carried out to examine whether Psychological Well-Being significantly predicts Turnover Intention among Generation Z employees in manufacturing organizations.

This section presents the regression analysis conducted to assess the effect of Psychological Well-Being on Turnover Intention. The purpose of this analysis is to identify whether psychological well-being acts as a significant predictor of turnover intention among the respondents. By examining the regression coefficient and significance value, the study seeks to understand the extent to which changes in psychological well-being influence employees' intention to leave the organization.

Table 4.5

Predictor Variable	Estimate (β)	p-value	Interpretation
Psychological Well-Being	1.502	0.010	Significant positive effect on turnover intention

Interpretation

An ordinal regression analysis was carried out to examine the effect of psychological well-being on turnover intention among Generation Z employees in manufacturing organizations. The analysis revealed that psychological well-being has a positive regression coefficient ($\beta = 1.502$) with a p-value of 0.010. Since the p-value is less than the 0.05 level of significance, the predictor is statistically significant. This indicates that psychological well-being has a significant influence on turnover intention among the respondents.

The positive coefficient suggests that an increase in psychological well-being is associated with an increase in turnover intention in the present sample. In other words, respondents with relatively higher levels of psychological well-being also tended to report slightly higher turnover intention. However, this finding should be interpreted carefully, as the relationship observed in the study is statistically significant but not necessarily strong in practical terms.

The result may indicate that employees with better self-awareness, confidence, or personal growth orientation may also be more willing to consider alternative employment opportunities when they perceive better prospects elsewhere.

Therefore, the ordinal regression result confirms that psychological well-being is a significant predictor of turnover intention among Generation Z employees in the selected manufacturing organizations. At the same time, the direction of the relationship suggests that the association is positive within this sample, which is an important finding of the study and may be discussed further in relation to the characteristics of Generation Z employees and the workplace context.

CHAPTER 5
FINDINGS, SUGGESTIONS AND
CONCLUSION

5.1 Introduction

This chapter presents the major findings, suggestions, and conclusion of the study titled “Psychological Well-Being and Turnover Intention among Generation Z Employees in Manufacturing Organizations.” The study was undertaken to examine the level of psychological well-being and turnover intention among Generation Z employees working in selected manufacturing organizations, to understand the relationship between these variables, and to identify the extent to which psychological well-being influences turnover intention.

The analysis and interpretation presented in the previous chapter provided a clear understanding of both the demographic characteristics of the respondents and the statistical relationship between the study variables. The study was based on data collected from 85 Generation Z employees employed in selected manufacturing organizations. The responses were analyzed using descriptive statistics such as frequency, percentage, mean, median, mode, and standard deviation, as well as inferential statistics such as Spearman’s Rank Correlation and ordinal regression analysis. These tools helped in examining the level of psychological well-being, the level of turnover intention, the nature of the relationship between the two variables, and the predictive influence of psychological well-being on turnover intention.

This chapter is organized into three major sections. The first section presents the major findings of the study, which include both the demographic findings and the findings related to the main study variables. The second section offers suggestions based on the findings of the study, particularly with regard to improving employee well-being and reducing turnover intention among Generation Z employees in manufacturing organizations. The final section provides the conclusion of the study by summarizing the major outcomes and highlighting the broader implications of the findings.

The demographic findings are particularly important because they help to understand the background composition of the respondents and provide context for interpreting the results. Variables such as gender, employment type, and years of experience offer insight into the personal and occupational profile of Generation Z employees in manufacturing organizations. These characteristics may shape employees’ workplace experiences, level of adjustment, expectations from the organization, and their tendency to remain in or leave the organization. Therefore, the demographic profile serves as a useful foundation for understanding the responses related to psychological well-being and turnover intention.

The study also gains significance in the context of the present workforce scenario, where Generation Z employees are becoming an increasingly important segment of the labour force. This generation is often characterized by high career aspirations, the desire for meaningful work, preference for growth opportunities, and greater awareness of personal well-being. At the same time, organizations, especially in the manufacturing sector, face growing challenges in retaining young employees due to changing work expectations, career mobility, and evolving psychological and social needs. In this context, the present study attempts to contribute to a better understanding of how psychological well-being is associated with turnover intention among young employees in manufacturing organizations.

Thus, this chapter brings together the key findings of the study and interprets them in a practical and meaningful manner. It also offers suitable suggestions for organizations to strengthen

employee well-being, improve retention, and create a work environment that is more responsive to the needs and expectations of Generation Z employees.

5.2 Findings

1. Gender-wise distribution of respondents

Out of the total 85 respondents, 47 respondents (55.3%) were male and 38 respondents (44.7%) were female. No transgender respondents were included in the sample. This indicates that the study included respondents from both male and female categories, with male employees forming a slightly higher proportion of the sample.

2. Employment type of respondents

With regard to employment type, 37 respondents (43.5%) were permanent employees, 27 respondents (31.8%) were trainees, and 21 respondents (24.7%) were contract employees. This shows that the largest proportion of respondents were permanent employees, followed by trainees, while contract employees constituted the smallest group. The inclusion of respondents from different employment categories indicates that the study captured the views of employees with varying levels of job security and organizational attachment.

3. Years of experience in the present company

The distribution of respondents based on years of experience showed that 40 respondents (47.1%) had 1–2 years of experience, 32 respondents (37.6%) had below 1 year of experience, 9 respondents (10.6%) had 2–4 years of experience, and 4 respondents (4.7%) had more than 4 years of experience in the present company. This indicates that the majority of the respondents were relatively new employees, with most having less than two years of experience in their current organization.

4. Psychological well-being among Generation Z employees

The study found that the mean score of psychological well-being was 2.4925, with a median of 2.3889, mode of 2.33, and standard deviation of 0.35532. This indicates that the respondents had a moderate level of psychological well-being. The relatively low standard deviation suggests that the responses did not vary widely and that the level of psychological well-being among the respondents was fairly consistent.

5. Turnover intention among Generation Z employees

The mean score of turnover intention was 3.22, with a median of 3.20, mode of 3.53, and standard deviation of 0.38. This indicates a moderately high level of turnover intention among the respondents. The result suggests that a considerable number of Generation Z employees in manufacturing organizations have a tendency to think about leaving their present organization or may be open to seeking alternative employment opportunities.

6. Relationship between psychological well-being and turnover intention

The study revealed that there is a statistically significant relationship between psychological well-being and turnover intention. The Spearman's Rank Correlation coefficient was $\rho = 0.261$ with a p-value of 0.016. Since the p-value is less than 0.05, the relationship is statistically

significant. The correlation coefficient indicates a weak positive relationship between psychological well-being and turnover intention.

7. Effect of psychological well-being on turnover intention

The ordinal regression analysis showed that psychological well-being significantly predicts turnover intention among Generation Z employees. The regression coefficient for psychological well-being was $\beta = 1.502$ with a p-value of 0.010. Since the p-value is less than the 0.05 level of significance, the result confirms that psychological well-being has a significant positive effect on turnover intention.

5.3 Suggestions

Based on the findings of the present study, a few suggestions are proposed for manufacturing organizations to better address turnover intention among Generation Z employees. The study indicates that although the respondents report a moderate level of psychological well-being, their turnover intention remains relatively high. This suggests that while psychological well-being is an important factor influencing employees' intention to stay or leave, it may not be the only factor contributing to turnover intention. Therefore, organizations should not limit their efforts to the promotion of psychological well-being alone, but should also identify and address the other factors that may influence employees' intention to leave. These factors may include workload, job stress, compensation, recognition, career growth opportunities, leadership support, work environment, work-life balance, and employee engagement. In this context, manufacturing organizations need to adopt a broader and more comprehensive approach that combines psychological well-being initiatives with effective retention-oriented HR practices.

1. Manufacturing organizations should promote the psychological well-being of Generation Z employees by creating a supportive, respectful, and emotionally healthy work environment that helps employees feel valued and secure.
2. Employee well-being programmes should be introduced or strengthened, such as stress-management sessions, counselling support, mental health awareness programmes, and employee assistance initiatives to help employees manage work-related pressure.
3. Organizations should not focus only on psychological well-being, since the study found that turnover intention is high even when psychological well-being is at a moderate level. This indicates that other factors also influence employees' intention to leave.
4. Management should identify and address other factors affecting turnover intention, such as workload, job stress, salary dissatisfaction, lack of recognition, limited career growth opportunities, poor supervisor support, and an unsupportive work environment.
5. Monthly or periodic employee feedback mechanisms should be conducted to assess employees' job satisfaction, organizational commitment, engagement, and interest in staying in the organization. This can help management identify early signs of dissatisfaction and turnover intention.

6. Confidential methods of collecting employee feedback should be adopted so that employees can openly express their feelings, attitudes, stress levels, concerns, and opinions about the organization without fear. Anonymous surveys, confidential interviews, or suggestion systems may help management understand employees more honestly.

7. Exit interviews should be conducted systematically with employees who leave the organization in order to understand the actual reasons behind resignation, such as stress, poor supervision, lack of growth, dissatisfaction with pay, or work environment issues. The information gathered through exit interviews can be used to improve retention strategies.

8. Organizations should strengthen supervisor support and leadership quality, as immediate supervisors play an important role in shaping employee experience. Leaders should communicate openly, listen to employee concerns, and provide timely guidance and encouragement.

9. Career growth, recognition, and development opportunities should be improved through training, mentoring, performance feedback, appreciation, and internal promotion opportunities, as Generation Z employees often value learning, growth, and acknowledgement.

10. A holistic employee retention strategy should be developed by integrating psychological well-being support with improvements in work environment, leadership practices, workload management, employee engagement, career development, fair rewards, and continuous feedback systems.

5.4 Conclusion

The present study examines psychological well-being and turnover intention among Generation Z employees in the manufacturing sector and highlights the growing importance of understanding the experiences of young employees in contemporary industrial workplaces. The study shows that psychological well-being and turnover intention are important aspects of employee behaviour and organizational stability, particularly in the case of Generation Z employees, who often have distinct workplace expectations, career aspirations, and attitudes towards work.

The study indicates that psychological well-being has a meaningful role in shaping the turnover intention of Generation Z employees. At the same time, the study also suggests that turnover intention is not determined by psychological well-being alone, but may also be influenced by a wider set of organizational, work-related, and personal factors. This underlines the need for manufacturing organizations to look beyond individual well-being and adopt a broader employee retention approach that addresses the overall work experience of young employees.

The study further emphasizes that the manufacturing sector needs to become more responsive to the expectations of Generation Z employees by creating a work environment that is supportive, engaging, respectful, and growth-oriented. Attention to employee well-being, career development, recognition, communication, leadership support, and work-life balance can contribute to building a more committed and stable workforce.

In conclusion, the study reinforces the importance of addressing both **psychological well-being** and the broader workplace factors that influence employees' decision to stay or leave. A

balanced and employee-centred approach to managing Generation Z employees can help manufacturing organizations improve retention, strengthen employee commitment, and create a healthier and more sustainable work environment.

CHAPTER 6

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CHAPTER 7

APPENDIX

Introduction

This appendix presents the questionnaire used for collecting primary data for the study titled “Psychological Well-Being and Turnover Intention among Generation Z Employees in Manufacturing Organizations.” The questionnaire was designed to gather information related to the demographic profile of the respondents as well as their responses on the variables of psychological well-being and turnover intention.

The questionnaire consists of three sections.

- Section A includes the demographic details of the respondents such as age, gender, employee type, current job position, and years of experience in the present company.
- Section B consists of statements related to Psychological Well-Being, measured using a 5-point Likert scale.
- Section C includes items related to Turnover Intention, also measured using a 5-point Likert scale.

The purpose of including the demographic questions is to understand the background characteristics of Generation Z employees working in manufacturing organizations. These demographic variables help in describing the sample profile and provide additional context for interpreting the findings of the study. The scale-based questions in Sections B and C were used to assess the respondents’ level of psychological well-being and turnover intention respectively.

7.1 Section A: Demographic Profile of Respondents

Please provide the following personal and job-related details. The information collected will be kept confidential and used only for academic purposes.

Sl. No.	Demographic Variable	Response Options / Format
1	Age	_____ years
2	Gender	Male / Female / Transgender
3	Employee Type	Permanent Employee / Contract Employee / Trainee
4	Current Job Position	_____
5	Years of Experience in Present Company	Below 1 year / 1–2 years / 2–4 years / More than 4 years

Coding of Demographic Variables

Variable	Code / Response Category
Age	Open-ended response in years
Gender	1 = Male, 2 = Female, 3 = Transgender

Employee Type	1 = Permanent Employee, 2 = Contract Employee, 3 = Trainee
Current Job Position	Open-ended response
Years of Experience in Present Company	1 = Below 1 year, 2 = 1–2 years, 3 = 2–4 years, 4 = More than

7.2 Section B

Section B: Psychological Well-Being Questionnaire

Instructions: The following statements are related to your thoughts, feelings, and experiences about yourself and your life. Please read each statement carefully and indicate the extent to which you agree or disagree with it by ticking (✓) the appropriate response.

Scale:

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

Sl. No.	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I like most parts of my personality.	5	4	3	2	1
2	When I look at the story of my life, I am pleased with how things have turned out.	5	4	3	2	1
3	Some people wander aimlessly through life, but I am not one of them.	5	4	3	2	1
4	The demands of everyday life often get me down.	1	2	3	4	5

5	In many ways, I feel disappointed about my achievements in life.	1	2	3	4	5
6	Maintaining close relationships has been difficult and frustrating for me.	1	2	3	4	5
7	I live life one day at a time and don't really think about the future.	1	2	3	4	5
8	In general, I feel I am in charge of the situation in which I live.	5	4	3	2	1
9	I am good at managing the responsibilities of daily life.	5	4	3	2	1
10	I sometimes feel as if I've done all there is to do in life.	1	2	3	4	5
11	For me, life has been a continuous process of learning, changing, and growth.	5	4	3	2	1
12	People would describe me as a giving person, willing to share my time with others.	5	4	3	2	1
13	I gave up trying to make big improvements or changes in my life a long time ago.	5	4	3	2	1
14	I tend to be influenced by people with strong opinions.	1	2	3	4	5
15	I have confidence in my own opinions, even if they are different from the way most other people think.	1	2	3	4	5

16	I judge myself by what I think is important, not by the values of what others think is important.	1	2	3	4	5
17	I have not experienced many warm and trusting relationships with others.	5	4	3	2	1
18	I judge myself by what I think is important, not by the values of what others think is important.	1	2	3	4	5

7.3 Section C: Turnover Intention Scale

Instructions: The following statements are related to your thoughts and feelings about your present job and possible intention to leave the organization. Please indicate your response by ticking (✓) the appropriate option.

Scale:

1 = Never / Strongly Disagree | 2 = Rarely / Disagree | 3 = Sometimes / Neutral | 4 = Often / Agree | 5 = Always / Strongly Agree

Sl. No.	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	How often have you considered leaving your job?	1	2	3	4	5
2	How frequently do you scan newspapers or other sources in search of alternative job opportunities?	1	2	3	4	5
3	How satisfying is your job in fulfilling your personal needs?	5	4	3	2	1
4	How often are you frustrated when not given the opportunity at work to achieve	1	2	3	4	5

	your personal work-related goals?					
5	How often are your personal values at work compromised?	1	2	3	4	5
6	How often do you dream about getting another job that will better suit your personal needs?	1	2	3	4	5
7	How likely are you to accept another job at the same compensation level should it be offered to you?	1	2	3	4	5
8	How often do you look forward to another day at work?	5	4	3	2	1
9	How often do you think about starting your own business?	1	2	3	4	5
10	To what extent do responsibilities prevent you from quitting your job?	5	4	3	2	1
11	To what extent do the benefits associated with your current job prevent you from quitting your job?	5	4	3	2	1
12	How frequently are you emotionally agitated when arriving home after work?	1	2	3	4	5
13	To what extent does your current job have a negative effect on	1	2	3	4	5

	your personal well-being?					
14	To what extent does the “fear of the unknown” prevent you from quitting?	1	2	3	4	5
15	How frequently do you scan the internet in search of alternative job opportunities?	1	2	3	4	5

7.4 List of Abbreviations

Abbreviation	Full Form
PWB	Psychological Well-Being
TI	Turnover Intention
Gen Z	Generation Z
SPSS	Statistical Package for the Social Sciences
SD	Standard Deviation
No.	Number
Sig.	Significance
p	Probability Value
ρ	Spearman’s Rank Correlation Coefficient
β	Beta Coefficient
N	Number of Respondents / Sample Size
TIS	Turnover Intention Scale
HR	Human Resource
HRM	Human Resource Management
ANOVA	Analysis of Variance
df	Degrees of Freedom
M	Mean

Md	Median
Mo	Mode
α	Cronbach's Alpha