Analysis Key Variables and Generation Z Turnover Intention Scenarios: MICMAC and Bayesian Network Approaches

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INFO	ABSTRACT
	Generation Z is projected to dominate the workforce and have great opportunities for the development of a company, but problems arise when various surveys show that Gen Z has a tendency to change jobs (turnover intention). This research aims to analyze key variables and explore shared Gen Z turnover intention scenarios. This research uses a new approach, namely MICMAC and Bayesian Belief Network (BBN. The research highlights that Gen Z employees' turnover intentions are influenced by factors such as Job Insecurity, Job Stress, Compensation and Benefits, Job Satisfaction, and Leadership and Management, which can be anchored to the Two-Factor Theory and Equity Theory. The results of the strength analysis show that the probability of Gen Z turnover intention is 68%. Based on scenario analysis, it is proven that when Gen Z does not experience job stress, they do not experience job insecurity, and satisfaction with current work can reduce turnover intention levels by 40%. Reducing turnover intention will also have a positive impact on company stability, increasing by 29%. The findings of this research have significant implications for policy recommendations and practices in company management. This study emphasizes the importance of creating a supportive company environment to reduce job stress and job insecurity. Flexible policies and management support can create a positive work atmosphere, increase employee satisfaction, and reduce the risk of burnout.

INTRODUCTION

In today's world of work, various generations are working together in one workplace. Each generation, from Baby Boomers to Generation Z, brings different attitudes, characteristics, and skills. Fratričová and Kirchmayer (2018) argue that each generation adheres to its values and principles, which will influence the actions and decision-making of everyone in that generation. In the last decade, the world of work has welcomed a new generation of Human Resources (HR). This generation comes from a society born from 1997-2012, which we often know as Generation Z or Gen Z. They grew and developed in the era of advanced technology and have different work preferences from the previous generation. Gen Z looks for values such as flexibility, clear career development, and an inclusive work environment.

Gen Z is projected to dominate the workforce and become the backbone of organizations and the nation when the demographic bonus takes place in this country in 2030. According to the 2020 Population Census conducted by the statistics Indonesia, Gen Z has the highest ratio of 27.91% compared to other generations, such as Generation Y (Millennials) and Generation X. Gen Z has filled around 12 million strategic positions and is ready to work. It is recorded that 57% of Gen Z have obtained permanent jobs based on a

survey conducted by the National Labor Force Survey (in Indonesian called *Survei Angkatan Kerja Nasional*/SAKERNAS) in 2019. This percentage is the most significant result when compared to other generations. The labor force is believed to continue to increase along with the development of new sectors that will emerge in the future (Statistics Indonesia, 2019). This statement is in line with the LinkedIn Talent Report 2020 survey published in a CNBC news article showing that 56% of companies that are respondents have begun to focus on recruiting Gen Z. This survey reinforces the assumption that the workforce coming from Gen Z is believed to continue to increase (Kiderlin, 2023). Based on the aspect of characteristics, most people have arguments related to the characteristics of Gen Z that are not the same when compared to their predecessors, even more so with the Millennials, because this is the first generation that has never witnessed a world without internet (Luttrell & McGrath, 2021).

As a workforce filler, Gen Z has excellent opportunities for the company's development. However, the increase in the number of Gen Z workforce is followed by various problems that arise. Several surveys state that Gen Z tends to change jobs (turnover intention) for a relatively shorter duration, which is high compared to the previous generation. This is supported by one of the surveys conducted by Deloitte (2018), which showed that 61% of Gen Z respondents decided to change jobs for fewer than two years even though the situation was during difficult times, such as the pandemic. Research conducted by Miller in 2019 involving 632 employees from Gen Z and Generation Y between the ages of 18 and 38 showed that Gen Z employees showed several characteristics that caused them to be dissatisfied with their jobs and desire to move to another company. This is in line with the Jobplanet (2017), which showed that Gen Z employees have the lowest loyalty to their work compared to Generation X and Millennials. These differences reflect the unique characteristics of each generation, with Gen Z tending to seek dynamic work experience and environments. At the same time, Generation X and Millennials show more stability in their careers. As many as 57.3% of the total Gen Z respondents changed jobs after one year of working somewhere, while only 5.8% of Gen Z stayed working for more than 5 years. This research can be linked to Equity Theory, Two-Factor Theory, and Unfolding Turnover Intention Theory to explain the high turnover intention among Gen Z employees. The Two-Factor Theory by Frederick Herzberg identifies two types of factors that influence job satisfaction and dissatisfaction. Motivating factors such as achievement, recognition, and personal growth increase job satisfaction. In contrast, hygiene factors such as salary, working conditions, and company policies only prevent dissatisfaction but do not increase satisfaction. The Unfolding Turnover Intention Theory by Lee and Mitchell (1994) explains that a specific event, such as a change in management or an increase in workload, often triggers an employee's decision to leave a job. Factors such as job satisfaction, job stress, leadership qualities, and organizational culture play a huge role in an employee's intention to stay or leave the job.

Based on the research and survey above, a trend has occurred since the beginning of 2021 called The Great Resignation or The Big Quit. Anthony Klotz, an Associate Professor of Management at Texas A&M University, United States (USA), coined this term. Initially, in the United States, 24 million workers voluntarily quit their jobs (not terminated) in 2021. It turns out that this figure continues globally; until the beginning of 2022, there were 4.5

million other workers following their quitting their jobs. Also, a survey by Michael Page stated that as many as 74% of workers in Asia Pacific plan to resign in 2022. Surprisingly, Indonesia is the second highest country after India, where 84% of Indonesian workers plan to resign within the next 6 months, not too far from India's position of 86%. Of course, this indicates that Gen Z's turnover intention in Indonesia is very high.

Turnover intention refers to the employee's desire to leave and seek employment opportunities elsewhere. High turnover can make organizations less effective due to the loss of experienced employees (Pantouw et al., 2022). Turnover can be a big problem for companies if they do not get serious attention. In addition to the costs incurred in organizing training, companies also suffer losses in terms of time efficiency and loss of human resources who have mastered their work.

Denpasar City, the capital city of Bali Province and the center of business and tourism, has unique characteristics in the work environment. The Gen Z population in Denpasar City is believed to be increasing, which aligns with the development of the business and tourism sectors in Denpasar City. However, even though the number of workers continues to grow, the turnover intention rate among Gen Z also needs to be a concern. Based on research by Suryaningtyas and Fauzi (2024), several factors affect turnover intention among Gen Z, namely leadership style, work-life balance, and work engagement, while the research conducted by Rangga & Hermiati (2023) uses variables such as job stress, job insecurity, and job satisfaction.
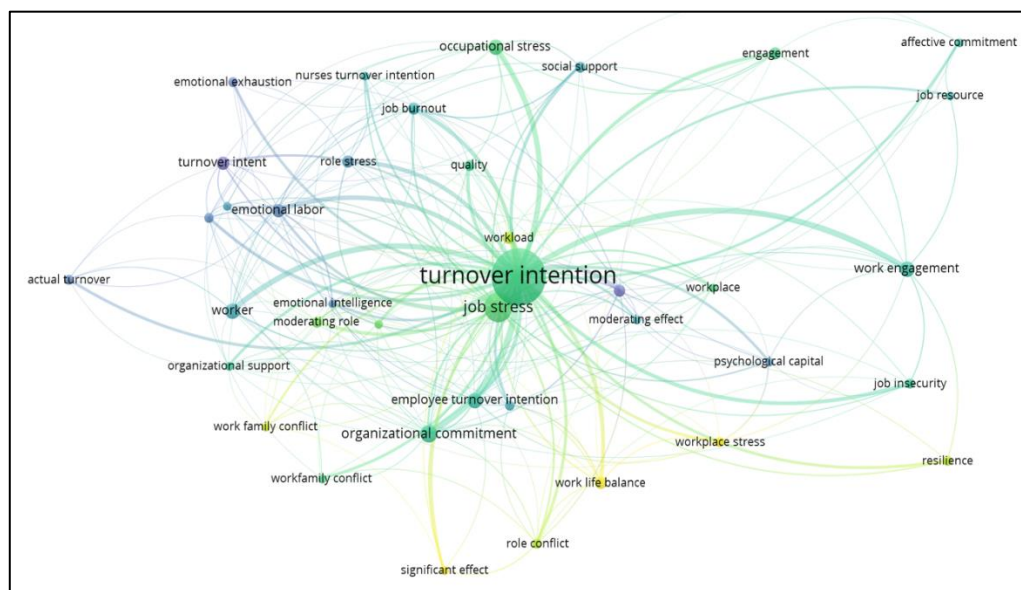
Figure 1. Bibliometric Mapping of Turnover Intention Studies

The study of turnover intention is undoubtedly always needed in company management. The mapping of 500 papers on turnover intention from 2014 to 2024, using the keyword "turnover intention," shows that although several studies have been conducted, the current research's main focus is still limited to the internal aspects of employees (Figure 1). Existing research tends to ignore other important dimensions, especially related to the influence of generation on the likelihood of turnover intention. The absence of research that explicitly examines turnover intention in Gen Z indicates the need for further research to understand the key variables that affect Gen Z turnover intention.

Previous research has only discussed the relationship between several factors or mediating factors. Therefore, this research will focus on a comprehensive analysis of key variables considered important in the turnover intention of Gen Z employees in Denpasar City using the Matrix of Cross Impact Multiplications Applied to a Classification (MICMAC) approach. This perspective is important because MICMAC is an important method for predicting the strength of influence and dependence between supporting variables and obstacles. After information about key variables is collected, this research will continue by investigating and predicting the impact of selected variables on the turnover intention of Gen Z employees in Denpasar City. In addition, this research's novelty also lies in using the Bayesian Belief Network (BBN) approach in conducting scenario analysis to evaluate key variables that affect turnover intention. The BBN approach effectively describes how changes in input variables can affect output levels, a technique often referred to as scenario analysis or "what if." This analysis is important and needed in formulating appropriate policy recommendations for company management to reduce the turnover intention rate of Gen Z in Denpasar City.

LITERATURE REVIEW

Turnover intention, or intention to change jobs, refers to the tendency of employees to leave their jobs voluntarily. Turnover intention is the employee's intention to quit their job and move to another workplace according to their choice. This concept is important because high turnover can incur significant costs for the company, including recruiting and training new employees (Chakraborty et al., 2021).

Some studies define turnover intention as the result of an individual's evaluation of their relationship with an organization that has not yet been manifested in the real action of leaving the company. For example, Riyanti et al. (2024) stated that turnover intention reflects the employee's desire to leave the company, while Damayanti et al. (2022) added that it also includes the employee's feelings toward the possibility of finding a better alternative job. According to Monica et al. (2024), turnover intention can be described as the first step when employees start looking for a new job. The phenomenon of turnover intention refers to the possibility that employees will voluntarily leave their jobs. Various studies have identified factors influencing this intention, especially among Generation Z employees. According to Apriani and Siregar (2023), key factors affecting turnover intention include job satisfaction, job stress, leadership quality, and job insecurity. Job satisfaction strongly correlates with turnover intention; employees who feel dissatisfied are more likely to consider leaving their positions (Damayanti et al., 2022). High-stress levels also contribute significantly to the intention to switch jobs, often due to excessive workload or poor management.

In addition, demographic factors such as age and education level play an important role. Younger and more well-educated employees tend to have higher turnover intentions because they feel they have more opportunities (Muzakki et al., 2024). The organizational environment and work culture are also very influential. Good leadership can create a positive work environment, increase satisfaction, and reduce stress, while an organizational culture that supports employee well-being can lower the intention to move (Mobley et al., 1979). On the other hand, job insecurity is a critical factor; employees who feel their jobs are under threat are more likely to consider leaving. Companies can implement several strategies to

reduce turnover intention, such as improving leadership quality, building high organizational commitment, and providing employee recognition and career development opportunities.

The Equity Theory, proposed by Adams (1965), examines how individuals view fairness in workplace relationships. This theory states that employees are motivated by perceived equality, which influences their behavior and satisfaction. When employees feel they are being mistreated compared to their peers, it can decrease motivation and productivity. This theory emphasizes the distinction between equality, where equity focuses on the fairness of outcomes relative to contributions, while equality seeks uniform access to resources.

Frederick Herzberg's Two-Factor Theory, also known as the Motivation-Hygiene Theory, argues that job satisfaction and dissatisfaction arise from two sets of factors: motivators and hygiene. Herzberg identifies motivators such as achievement, recognition, and personal growth as essential to improving job satisfaction. Factors such as promotions and a sense of accomplishment significantly affect job satisfaction, highlighting the importance of intrinsic motivators in the work environment. Hygiene factors, including salaries, working conditions, and company policies, are essential to prevent dissatisfaction.

The Unfolding Turnover Intention Theory, developed by Lee and Mitchell in (1994) offers an in-depth understanding of how employees interact with these various factors. This theory emphasizes that the decision to change jobs is sometimes linear. Such decisions can be triggered by certain events or changes in employees' perception of their work situation. For example, a sudden change in management or increased workload can catalyze an employee's decision to look for an alternative job. Therefore, understanding the multifaceted nature of turnover intention is essential for organizations looking to retain talent, especially among Generation Z. By addressing key factors such as job satisfaction, job stress, leadership qualities, and organizational culture. Companies can create an environment conducive to employee retention. Future research should continue to explore these dynamics while considering the unique perspectives and experiences of young people in the workforce.

RESEARCH METHOD

This research was conducted in Denpasar City, the capital city of Bali Province, and one of the industrial centers that employ Gen Z employees. This research data was categorized into primary and secondary data. Primary data was obtained directly from respondents using questionnaires and in-depth interviews with respondents. Meanwhile, secondary data from this research was obtained from related agencies such as the Central Statistics Agency and the Manpower Office or government agencies. In collecting data through questionnaires, this research involved 385 Gen Z respondents working in Denpasar City. The data collected from the questionnaire will be analyzed and used as a reference in in-depth interviews to explore and discuss various variables that affect turnover intention for Gen Z employees in Denpasar City. In-depth interviews with 30 respondents were selected based on their answers to questions about the determinants of turnover intentions of Gen Z employees. Respondents were selected from various industry sectors to gain a broader perspective. The relevance criteria for answers in the questionnaire included direct correlation with factors that influence turnover intentions, such as job insecurity, job stress, job satisfaction, compensation, and leadership. In-depth and clear answers that reflected a

diversity of perspectives were considered relevant to explore further in-depth interviews. In answering all research objectives, the researcher used two analysis techniques, namely the Matrix of Cross-Impact Multiplications Applied to a Classification (MICMAC) and Bayesian Belief Network (BBN) analysis techniques. MICMAC is used to identify and classify the main factors that affect turnover intention based on the direct and indirect relationship between the variables. This method helps map the interactions between factors and classify them based on their influence, strength, and dependence. Meanwhile, BBN was used to model complex relationships between variables and quantify existing uncertainties, allowing researchers to predict the probability of turnover intention based on scenarios. Thus, MICMAC helped in understanding the interaction of key factors, while BBN provided probabilistic insights that enabled data-driven predictions and decision-making.

Matrix of Cross-Impact Multiplications Applied to a Classification (MICMAC)

MICMAC is a data analysis technique to find and identify key variables affecting Gen Z turnover intention in Denpasar City. One of the main advantages of MICMAC analysis is that it is a useful method for predicting the strength and dependence of supporting factors and obstacles. The direct classification method directly obtains the relationship between variables by identifying experts and stakeholders (Krisnayanti & Saskara, 2024). The pattern of relationships between variables in MICMAC can arise directly between the two variables or as a result of the connecting variables that affect both (Saraswati et al., 2023). MICMAC analysis evaluates system variables through a direct classification method, where relationships between variables are obtained directly by identifying experts and stakeholders (Wijaya et al., 2020).
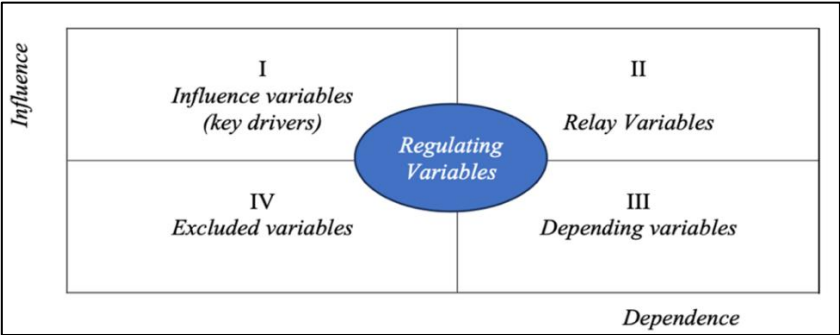
Figure 2. Variable Mapping in MICMAC Analysis
Source: Krisnayanti & Saskara (2024)

To identify the relationship between variables, the MICMAC analysis method divides variables based on the level of dependence and influence, as shown in Figure 2. In this research, four groups of variables were used, namely (1) Quadrant I is an influence variable, which has a high influence but low dependence; (2) Quadrant II is a relay variable, which has a high influence and high dependence; (3) Quadrant III is a depending variable, which has low influence but high dependence; and (4) Quadrant IV is an excluded variable, which does not affect or does not depend on other variables.

Bayesian Belief Network (BBN)

This research also used the Bayesian Belief Network (BBN) approach, known as causal probabilistic networks. BBN is an effective analytical tool for representing and

reasoning knowledge in conditions of uncertainty and providing a way to deal with complex problems through probabilistic methods (Nguyen, 2016). Some of the advantages of the BBN analysis technique are: (1) showing probabilistic relationships between a set of variables visually; (2) making research problems easier to understand; (3) having the possibility to add new variables as the network structure develops; and (4) incomplete sample data can be corrected by adding more accurate information (Suasih et al., 2024).

In conducting analysis, BBN combines qualitative and quantitative elements, which are very important for the decision-making process (Heckerman, 1997). In the BBN analysis, the Directed Acyclic Graph (DAG) shows a qualitative aspect where each node in the graph shows a variable, and the arc between the nodes shows a causal relationship or dependence between variables (Giffoni et al., 2018). Meanwhile, the Conditional Probability Table (CPT), which calculates the variable probability for each node in the network based on the values of other variables in the network, represents a quantitative aspect (Ali et al., 2024). Figure 3 shows the basic structure of BN involving six variables.
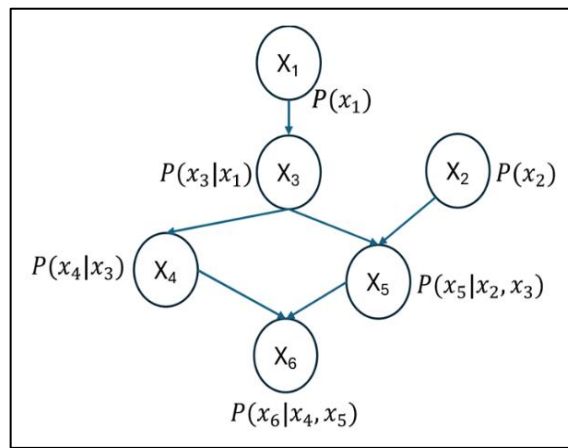
Figure 3. Simple Structure of BBN (DAG)
Source: Ariyani and Fauzi (2024)

In Figure 3, the outbound arrow from X_1 to X_3 indicates that the possible state in X_3 depends on the outcome of the X_1 node. Similarly, the possible state in X_5 depends on the results of the X_2 and X_3 nodes. Variables X_1 and X_2 are also called parent variables, and variables X_3, X_4, X_5, X_6 are child variables. Mathematically, the DAG for variable X_6, for example, is written as follows (Ariyani & Fauzi, 2024):

$$Pr(x_6)=Pr(x_6|x_4x_5)\ Pr(x_4)\ Pr(x_5) \tag{1}$$

The BN structure can also be updated based on the new evidence provided with the following formula:

$$P(X|E)= \frac{P(E|X)\,P(X)}{\sum_X P(X,E)} \tag{2}$$

The equation given is the Bayesian Inference used in Bayesian Networks (BN), which allows the network structure to be updated based on new evidence. This formula calculates the posterior probability *P(X/E)*, which is the probability of a variable *X* occurring after new evidence E is obtained. This equation combines the probability of a prior or *P(X)*, which reflects the initial belief about *X*, and probability *P(E/X)*, which indicates how likely it is that evidence E would occur if *X* were true. Using this formula, the Bayesian Network can update

its predictions and probabilities about a variable based on new evidence, making it a powerful tool for inference in probabilistic models. This approach is called scenario analysis.

The BBN method was chosen by considering the elements affecting Gen Z's turnover intention in Denpasar City. BBN can also conduct scenario analysis, also called "what if" analysis (Marre et al., 2010). This analysis will show how changes in input variables can affect output levels. This scenario analysis will be useful for stakeholders to test the impact of policy interventions by changing the inputs and seeing how it impacts its outputs (Isfahani et al., 2023).

In conducting a BBN analysis, the main thing that must be done is to model the BN structure, which begins with identifying variables and continues with defining the BN network structure and its probability. According to Cain (2001), the variables in BBN can be identified using the interaction of objectives, interventions, intermediate factors, controlling factors, implementing factors, and additional impact variables. The interaction of these variables can be illustrated in the following Figure 4.
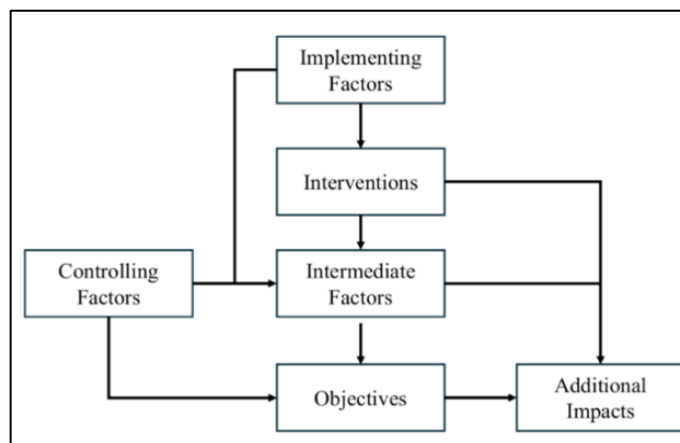
Figure 4. Structure of Interaction Between BBN Variables
Source: (Ariyani & Fauzi, 2024)

RESULTS AND DISCUSSION

Identification of Key Variables in Gen Z Turnover Intention in Denpasar City (MICMAC Approach)

The main goal of the MICMAC analysis is to find the variables with the highest dependencies and driving elements (Kaur et al., 2023). MICMAC analysis was used to research Gen Z turnover intention in Denpasar City. MICMAC uses three basic steps that must be done. The steps are: (1) Identify the elements (variables), (2) Describe the relationship between variables, and (3) Identify key variables (Liang et al., 2023). Table 1 shows the long and short labels for each element entered into the MICMAC software, and 15 key variables were selected based on the findings of 385 respondents.

The 15 variables collected through the questionnaire were described as the relationship between the variables. 385 respondents were asked to provide assessment or consideration by filling out an assessment matrix using a value between 0-3 and P. For each vertical and horizontal variable, a value of 0 was given for a relationship that did not affect, a value of 1 for a weak relationship, a value of 2 for a moderate relationship, a value of 3 for a strong relationship, and a value of P for a potential relationship.

Table 1. Identification of Gen Z Turnover Intention Key Variables

No.	Long Labels	Short Labels
1.	Job Satisfaction	Satisfaction
2.	Job Stress	Stress
3.	Compensation and Benefits	Benefit
4.	Career Development Opportunities	Career
5.	Quarter Life Crisis	QLC
6.	Work-Life Balance	WLB
7.	Job Insecurity	Insecurity
8.	Recognition and Appreciation	Appreciation
9.	Leadership and Management	Management
10.	Interpersonal Relationships	Interpersonal
11.	Working Conditions	Conditions
12.	Company Policies	Policies
13.	Company Stability	Stability
14.	Company Flexibility	Flexibility
15.	Company Fairness	Fairness

Based on Table 1, the results form a mapping based on the degree of influence and dependence presented in Figure 5.
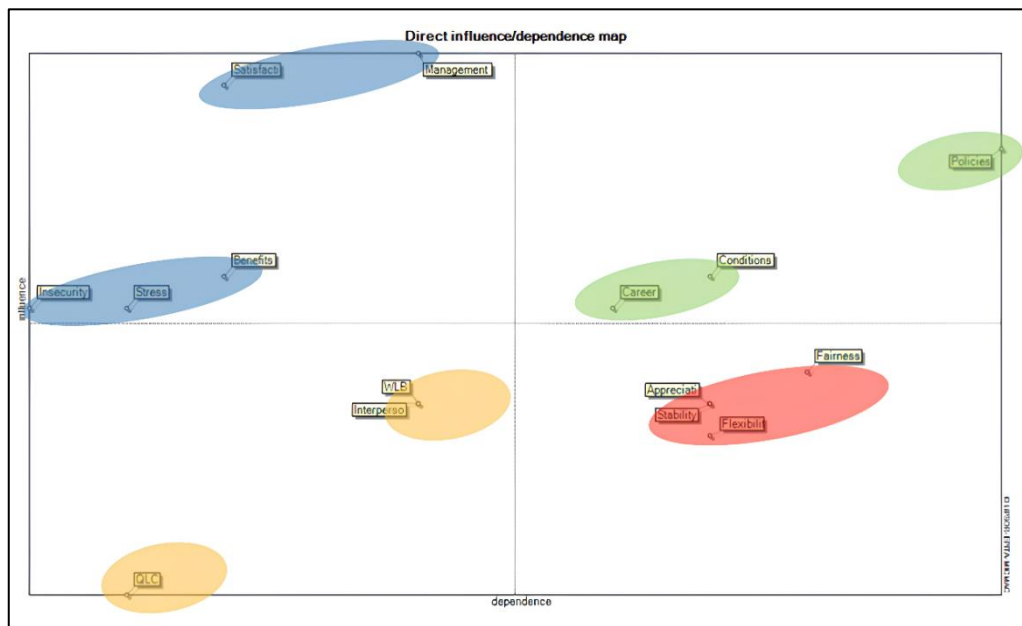
Figure 5. Direct Influence/Dependence Map Results

In the direct influence/dependence map, according to Figure 5 above, the functions of each variable can be identified. The key trigger variables or drivers that have a high influence and low dependence on Gen Z's turnover intention in Denpasar City can be found in Quadrant I: Job Insecurity, Job Stress, Compensation and Benefits, Job Satisfaction, and Leadership and Management. Leadership and management significantly influence Gen Z turnover intention in Denpasar City. The leadership style applied in a company can affect employees' psychological and emotional state, as well as employee attitudes and behaviors. Gen Z, known for their high expectations of the work environment, seeks leaders who can provide guidance, feedback, and clear support (Wulandari & Hafidz, 2023). When leaders fail to meet these needs, employees feel undervalued and unmotivated, which can lead to dissatisfaction with the job. This dissatisfaction can trigger higher job stress and create

feelings of being trapped in unsatisfying situations. Gen Z is more likely to look for new opportunities if they are dissatisfied with their current working conditions.

Job stress is an important factor affecting turnover intention among Gen Z, especially in Denpasar City. Gen Z is known for its tendency to feel pressured by high workloads and unrealistic demands. This causes Gen Z to feel dissatisfied with the job they are currently doing, which in turn increases their intention to leave their current job (Kashfitanto & Febriansyah, 2023). Dissatisfaction with the current job also arises due to the lack of compensation and benefits received in reciprocity for the work done. Compensation and benefits are crucial in influencing Gen Z turnover intention in Denpasar City. Gen Z, known for their high expectations of the work environment, pays close attention to the rewards they receive as a form of recognition for their contributions. Dissatisfaction with compensation can trigger broader job dissatisfaction, increasing the intention to change jobs. Gen Z tends to look for jobs that offer competitive salaries and additional benefits such as health insurance, annual leave, and other welfare benefits (Ervina & Yuniawan, 2022). Job insecurity has become an increasingly important issue, especially among Gen Z in Denpasar City. This phenomenon can significantly affect employees' intention to change jobs (turnover intention) (Sari et al., 2023). Gen Z is known for its tendency to change jobs easily, and this research shows that job insecurity is one of the variables contributing to turnover intention. Several factors cause job insecurity, both externally, such as changes in the work environment and unstable economic situation, and internally, such as not confidence and inability to adapt to the workload. The impact of job insecurity on turnover intention is very significant. The higher the job insecurity employees feel, the more likely they are to consider changing jobs. In addition, job insecurity can also cause emotional exhaustion. This aligns with the research by Nurhasanah et al. (2024), which showed that 46% of Gen Z feel emotional exhaustion related to their work, contributing to their intention to move. This fatigue is often rooted in uncertainty and stress at work.

The variables Career Development Opportunities (Career), Company Policies (Policies), and Working Conditions (Conditions) are in Quadrant II, which has a high influence and also has a high dependence. Career development opportunity: the opportunity to develop a career is one of the important factors for Gen Z, who tend to look for a work environment that provides opportunities to learn and develop professionally. However, if these opportunities are limited or non-existent, Gen Z will feel stagnant and more likely to look elsewhere (Karunia et al., 2023). Company policies cover various aspects, from recruitment and promotions to employee welfare policies. Unclear or inconsistent policies can lead to dissatisfaction and uncertainty among employees. In this context, corporate policies rely heavily on effective leadership and management to implement them properly (Agustin, 2024). If the company policies do not support employee growth and welfare, turnover intention will increase. Working conditions include the physical environment, organizational culture, and colleague relationships. Poor working conditions, excessive workload, or lack of support from management will make employees feel depressed. The dependence on working conditions is very high because the physical environment or organizational culture changes can directly affect employees' work experience.

In Quadrant III, at the bottom right, there are three variables, namely Company Stability (Stability), Company Flexibility (Flexibility), Company Fairness (Fairness), and

Recognition and Appreciation (Appreciation), which are variables affected by other variables. These variables are highly influenced by other factors in the company, such as company policies and working conditions. Company stability gives employees a sense of security, while flexibility in work arrangements increases satisfaction and loyalty. Fairness in the company's treatment and policies creates a positive environment, while recognition for employee contributions is a powerful motivator. When these factors are well managed, they can reduce Gen Z turnover intention, but if ignored, they can increase the intention to change jobs.

Quadrant IV shows variables that have a low influence on Gen Z's turnover intention in Denpasar City: Work-Life Balance (WLB), Quarter-Life Crisis (QLC), and Interpersonal Relationships. Work-life balance plays a role in creating a balance between personal and professional life, which can reduce stress but is not always a major factor in the decision to stay or leave the job (Ahmad, 2022). The Quarter Life Crisis, which Gen Z often experiences when they face uncertainty in their careers and lives, can also influence their decisions. However, the effects are more situational and do not necessarily lead to turnover intention. In addition, interpersonal relationships in the workplace, while important for creating a positive work environment, do not directly affect employees' intentions to change jobs compared to other factors such as compensation or leadership. Therefore, although these three variables are relevant, their influence on Gen Z turnover intention tends to be lower than the other key variables.
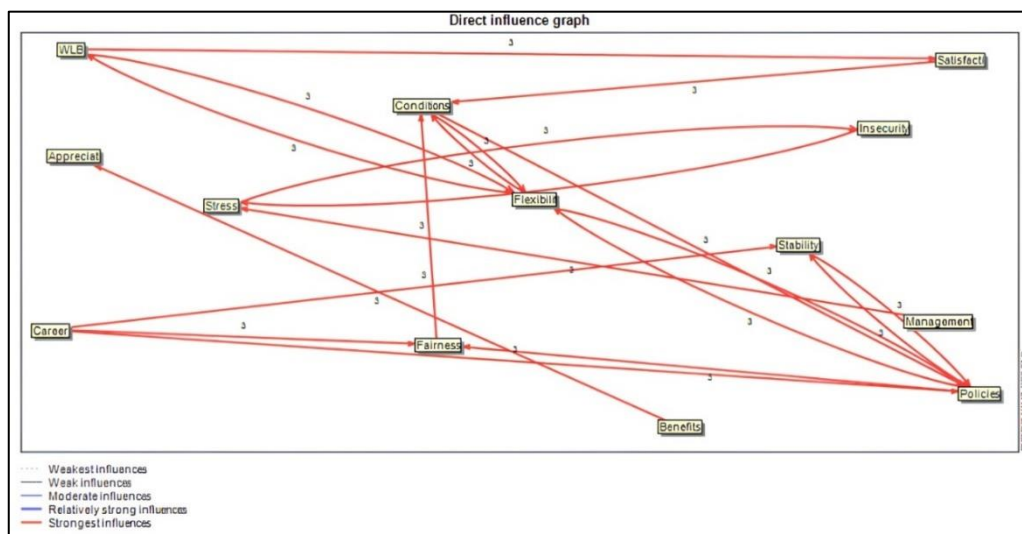
Figure 6. Direct Influence Relationship Between Turnover Intention Variables

As shown in Figure 6, some variables show a strong reciprocal influence on each other. The red outbound arrow line indicates the strong influence of one variable on another, illustrated by variables such as Leadership and Management, Career Development Opportunities, Compensation and Benefits, Work Stress, and Job Insecurity. Meanwhile, the red inbound arrow line shows that the variable is strongly influenced by other variables, such as Working Conditions, Company Policies, Company Flexibility, and Company Stability. Above the red arrow line, the number three indicates the variable's strong influence exerted or received.

Strength Analysis and Scenario Analysis of Gen Z's Turnover Intention in Denpasar City (Bayesian Belief Network Approach)

BN Structure and Conditional Probabilistic Tables (CPT)

The first step in conducting a BBN analysis is to build a BBN model and structure. In this research, 30 selected respondents were asked to change or add variables according to their perspective on Gen Z turnover intention in Denpasar City. This was done using the variable categories defined in Table 2. Respondents were also asked to create a network or relationship between variables and assess the probability of each variable.

Table 2. Variable and Node Categories

Variable Categories	Variable Nodes	Node States
Objectives	Turnover Intention	Yes, No
Interventions	Company Policies	Strict, Loose
	Company Fairness	Yes, No
Intermediate factors	Leadership and Management	Good, Bad
	Job Stress	Yes, No
Controlling factors	Compensation and Benefits	High, Medium, Low
	Recognition and Appreciation	High, Medium, Low
	Work-Life Balance	Yes, No
	Job Insecurity	Yes, No
Implementing factors	Job Satisfaction	Yes, No
	Career Development Opportunities	Yes, No
Additional impacts	Company Stability	Yes, No

The next step is to build the BBN DAG structure based on the agreed parameters. The BBN DAG structure of Gen Z's turnover intention is illustrated in Figure 6 below.
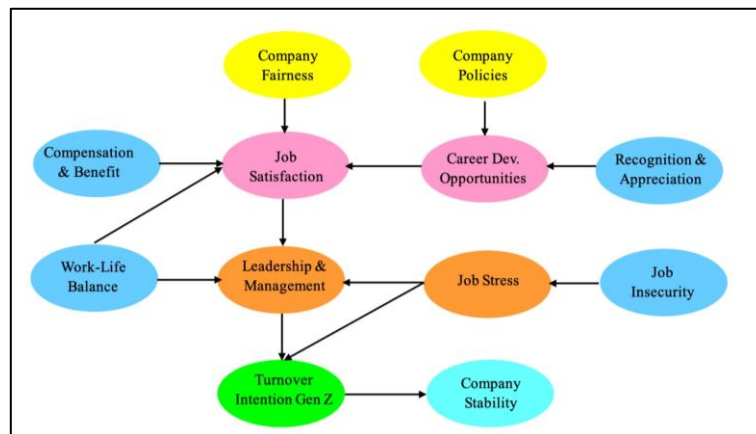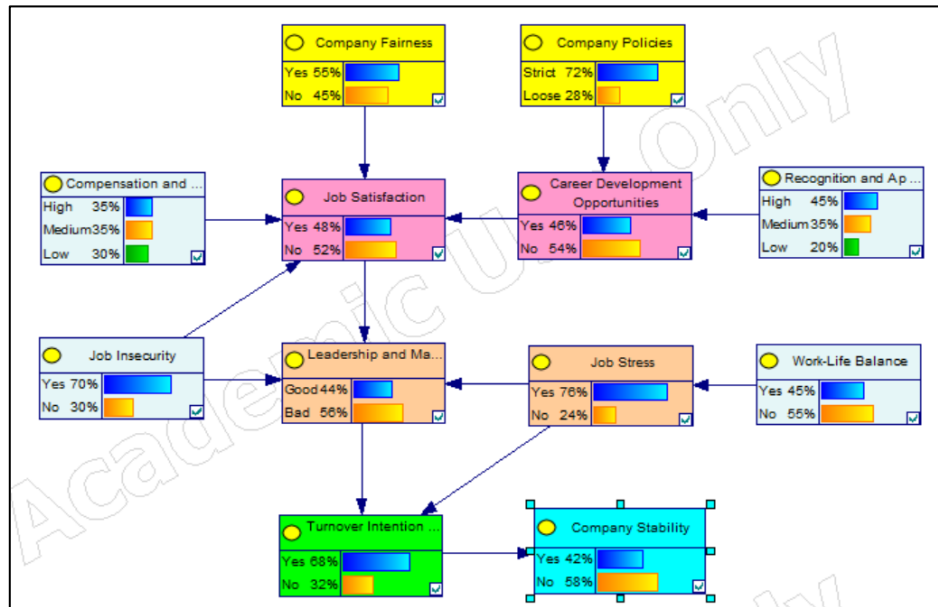

Figure 7. The BBN DAG Structure of Gen Z's Turnover Intention in Denpasar City

Gen Z's turnover intention, as shown in Figure 7, can be derived from a combination of important internal and external dimensions. The intended internal dimensions are the key variables within Gen Z, such as Job Insecurity, Job Stress, and Job Satisfaction. External dimensions are key variables in workplace companies, such as job fairness, job policies, compensation and benefits, recognition and appreciation, leadership and management, career development opportunities, and work-life balance. After the BN structure was constructed, 30 selected respondents were asked to give a probability to each node. The probabilities are fed into the CPT to complement the previous probabilities for BN structures using GeNie Academic Edition software.
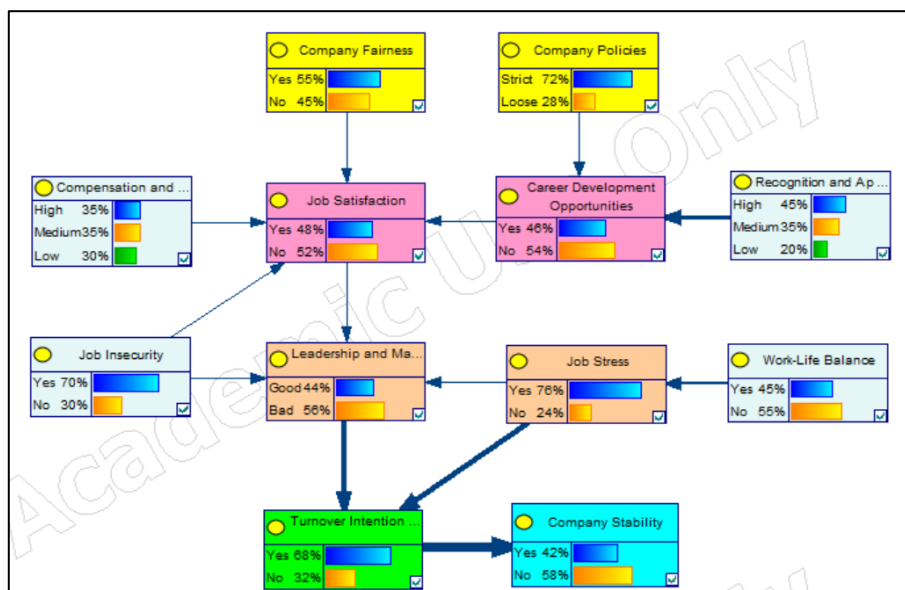
Influence Strength Analysis

Figure 8 shows the Bayesian Network (BN) structure and probability for Gen Z's turnover intention in Denpasar City. As shown, values were obtained using the Conditional Probability Tables (CPT) based on the information collected from respondents. Using the probability of Job Insecurity at 70:30, Job Satisfaction at 48:52, Job Stress at 76:24, and Leadership and Management at 44:56, the probability of Gen Z's turnover intention is around 68%.

Figure 8. BBN Structure of Gen Z's Turnover Intention with Prior Probability

In BBN analysis, the next step is to find relationships between key variables in the DAG network structure. Using GeNie Academic Edition software, the strength analysis between these variables uses an influence diagram. The strength analysis allows researchers to understand the potential causal relationship between key variables, with the width of the arc representing the strength of each connection between the parent and child nodes. Figure 8 shows the influence strength in the BBN structure.

Figure 9. Strength Analysis Diagram

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As shown in Figure 9, the strength analysis can be seen from the thickness of the arc. Based on the thickness of the arc, several variables have a strong influence on strength, such as turnover intention on company stability, leadership and management on turnover intention, work stress on turnover intention, and recognition and appreciation on career development opportunities. This finding is further confirmed by the influence value of each variable presented in Table 3.

Table 3. Inter-variable Influence Strength Score

Parent	Child	Average	Maximum	Description
Turnover Intention	Company Stability	0.700	0.700	The average value of the influence of Turnover Intention on Company Stability is 0.700, with a maximum value of 0.700.
Job Stress	Turnover Intention	0.500	0.600	The average value of the effect of Job Stress on Turnover Intention was 0.500, with a maximum value of 0.600.
Leadership and Management	Turnover Intention	0.450	0.550	The average value of the influence of Leadership and Management on Turnover Intention is 0.450, with a maximum value of 0.550.
Recognition and Appreciation	Career D. Opportunities	0.316	0.500	The average value of the influence of Recognition and Appreciation on Career D. Opportunities was 0.316, with a maximum value of 0.500.
Work-Life Balance	Job Stress	0.250	0.250	The average value of the effect of Work-Life Balance on Job Stress was 0.250, with a maximum value of 0.250.
Compensation and Benefits	Job Satisfaction	0.150	0.250	The average value of the influence of Compensation and Benefits on Job Satisfaction is 0.150, with a maximum value of 0.250.
Job Satisfaction	Leadership and Management	0.112	0.200	The average value of the influence of Job Satisfaction on Leadership and Management is 0.112, with a maximum value of 0.200.
Job Insecurity	Leadership and Management	0.112	0.300	The average value of Job Insecurity's influence on Leadership and Management was 0.112, with a maximum value of 0.300.
Job Stress	Leadership and Management	0.087	0.100	The average value of the effect of Job Stress on Leadership and Management was 0.087, with a maximum value of 0.100.
Company Fairness	Job Satisfaction	0.075	0.150	The average value of the influence of Company Fairness on Job Satisfaction is 0.075, with a maximum value of 0.150.
Company Policies	Career D. Opportunities	0.066	0.100	The average value of the influence of Company Policies on Career D. Opportunities was 0.66, with a maximum value of 0.100.
Job Insecurity	Job Satisfaction	0.066	0.100	The average value of the influence of Job Insecurity on Job Satisfaction is 0.66, with a maximum value of 0.100.
Career D. Opportunities	Job Satisfaction	0.025	0.050	The average value of the influence of Career D. Opportunities on Job Satisfaction was 0.025, with a maximum value of 0.050.

Based on Table 3, the most significant influence is seen on the influence of turnover intention on company stability, with an average value of 0.700. The second is the effect of job stress on turnover intention, with an average value of 0.500. The third is the influence of leadership and management on turnover intention, with an average value of 0.450. Turnover

intention is the intention of workers to leave their current position and job. Strength analysis shows that turnover intention has significant implications for company stability (Fratričová & Kirchmayer, 2018). When many employees intend to change jobs, the company will experience the loss of valuable human resources. This can cause difficulties in running business operations, disrupt production, and even affect the company's reputation.

Job stress is often identified as one of the main causes of turnover intention (Sugiharjo & Venewjila, 2018). When Gen Z experiences prolonged stress, they start to feel uncomfortable working at the company. Job stress affects individual work performance and makes employees feel dissatisfied with the work environment. As a result, they tend to look for alternatives that are more peaceful and more supportive of their professional development. Effective leadership styles and management strategies also have the potential to influence Gen Z's turnover intention (Adfa & Indiyati, 2022). A good leader can increase employee motivation and confidence in a transparent, inclusive, and responsive way. Smooth communication between leaders and subordinates helps to ensure that all important information is conveyed correctly and on time. In addition, effective management can help reduce job stress proactively, such as providing additional training or mentorship to team members. As such, employees feel fully supported in their careers and are less likely to leave the company.

Scenario Analysis

In Scenario Analysis, researchers analyze how key variables affect Gen Z's turnover intention. One of the advantages of BBN analysis is the ability to conduct scenario analysis or "what-if" analysis (Martins & Maturana, 2013). Scenario analysis aims to determine the impact of changes in input variables on output variables. The change in the posterior probability in the input variable of concern indicates a change in its output variable. The scenario analysis will establish the five main nodes as target nodes with a 100% probability or make them "evidence." In this Gen Z's turnover intention research, the researcher used two scenarios: Scenario Analysis of Company Influence and Scenario Analysis of Individual Internal Influence on Gen Z's Turnover Intention.
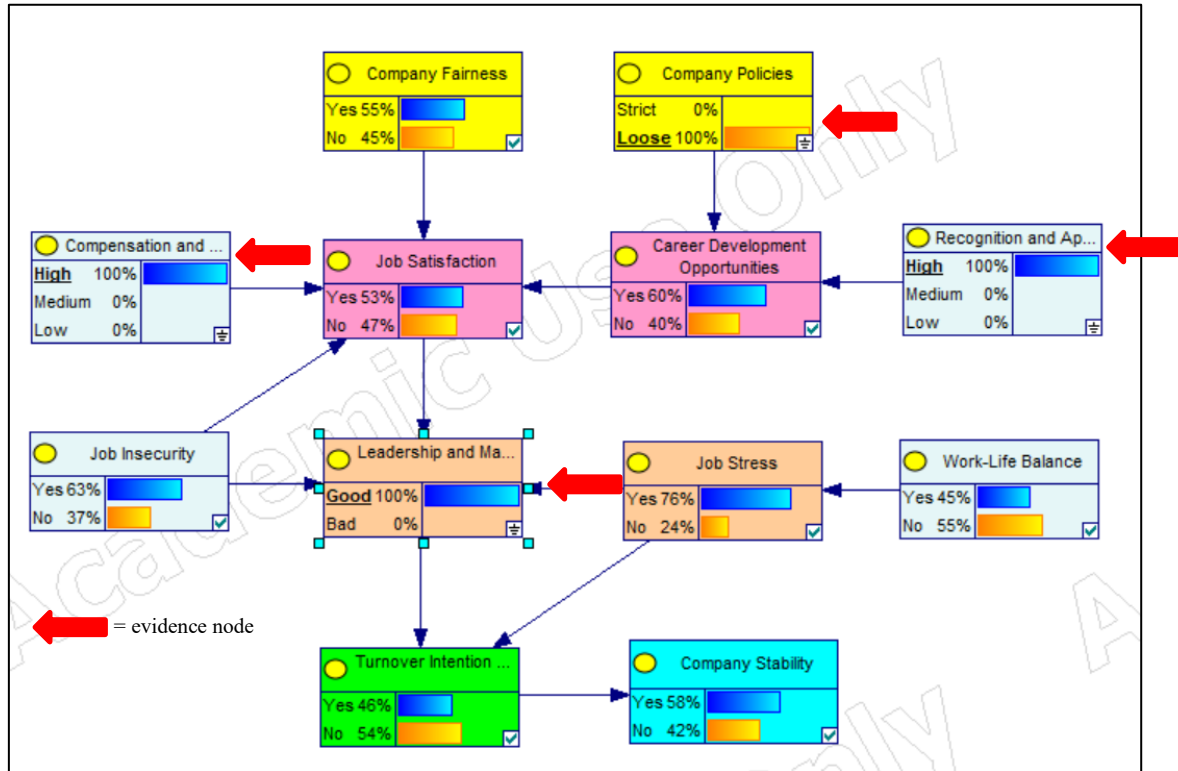
Scenario Analysis of Company Influence on Gen Z's Turnover Intention

In this scenario, four variables related to the company were selected: Compensation and Benefits, Corporate Policies, Recognition and Appreciation, and Leadership and Management. These scenarios involve setting Compensation and Benefits to "High," Company Policies to "Loose," Recognition and Appreciation to "High," and Leadership and Management to "Good". The results of the simultaneous scenario analysis are presented in Figure 9.

The scenario analysis of the company influence based on Figure 10 shows that if the company provides high Compensation and Benefits and high Recognition and Appreciation, as well as having non-strict Company Policies and good Leadership and Management, it will have an impact on decreasing the probability level of Gen Z's turnover intention by 22%, from 68% to 46% after the scenario analysis is carried out. The declining probability of turnover intention also impacts increasing the probability of company stability by 16%, from 42% to 58%. Competitive compensation plays an important role in attracting and retaining

employees, as employees who feel financially valued tend to have higher levels of job satisfaction, which impacts their loyalty to the company (Mabaso & Dlamini, 2017). In addition, benefits such as health insurance and retirement allowance show the company's attention to employee welfare, thus increasing employee loyalty and comfort (Saka et al., 2023).
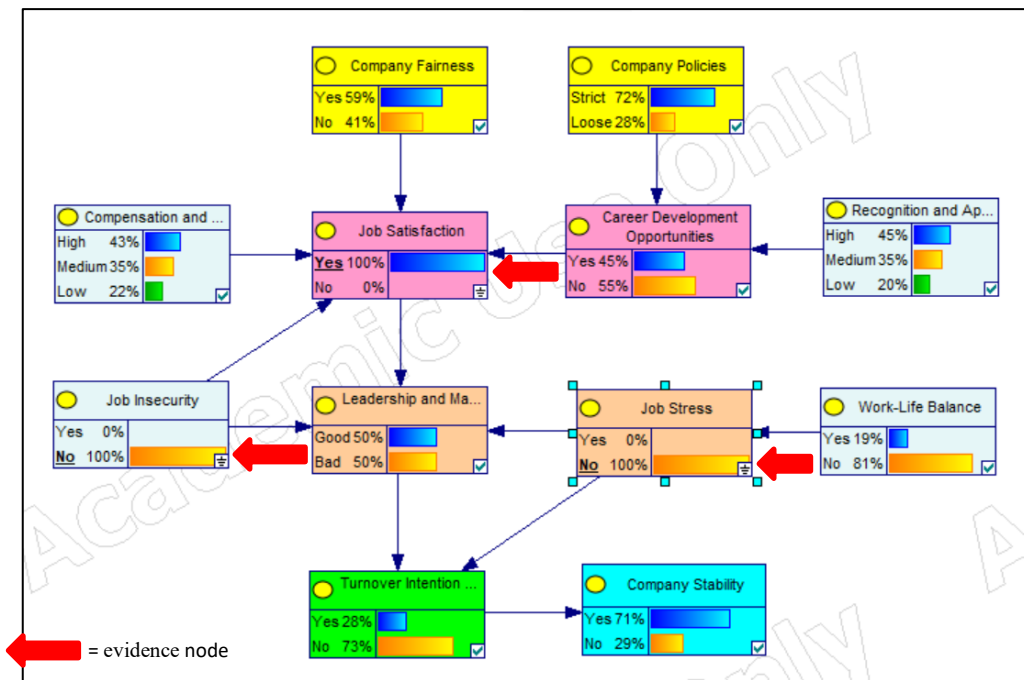

Figure 10. BBN Structure with Company Influence Scenario Analysis

Recognition of employee achievements serves as an intrinsic motivator. When Gen Z feels that their efforts are valued, Gen Z is more likely to remain committed to the company. Appreciation can be in the form of formal or informal awards, but the impact is the same: to increase employee morale and engagement. This is important for Gen Z, who often seek meaning and recognition in their work, and they prefer company policies that are not strict, such as remote work options. Policies that are not strict can reduce stress and increase job satisfaction, lowering the intention to change jobs. Good leadership creates a positive work environment. Effective leaders can build strong relationships with teams, encourage open communication, and support career development. This positive work environment makes employees feel more connected to the company and colleagues, reducing the likelihood of looking for opportunities elsewhere (Khair, 2023).

Scenario Analysis of Individual Internal Influence on Gen Z's Turnover Intention

In this scenario, three variables related to Gen Z's internal conditions were selected: Job Satisfaction, Job Insecurity, and Work Stress. These scenarios involve setting Job Satisfaction to "Yes," Job Insecurity to "No," and Job Stress to "No". The results of the simultaneous scenario analysis are presented in Figure 10.

Figure 11. BBN Structure with Individual Internal Influence Scenario Analysis

The scenario analysis of Gen Z's individual internal influence based on Figure 11 shows that if Gen Z is satisfied with their current job, does not experience job insecurity, and does not feel job stress, the probability of Gen Z's turnover intention decreases by 40%, from 68% to 28% after the scenario analysis. Company stability also increased in line with the decrease in turnover intention, as shown by the probability value of company stability, which increased by 29%, from 42% to 71%.

Scenario analysis of the influence of Gen Z's individual internal factors shows that job satisfaction, lack of job insecurity, and low job stress contribute significantly to decreased turnover intention. When Gen Z is satisfied with their job, Gen Z tends to be more attached and committed to the company, which reduces the desire to switch jobs. This aligns with research that shows that high job satisfaction is positively related to employee loyalty (Syahputra & Hendarman, 2024). In addition, the absence of job insecurity provides a sense of security for employees, which is especially important for Gen Z, who often feel anxious about their future. This sense of security reduces anxiety and stress, thus creating a more stable and productive work environment. Low job stress also plays a significant role in reducing turnover intention. Gen Z is known to have high-stress levels due to various external factors, such as economic uncertainty and social expectations. By managing stress in the workplace through managerial support and company policies that support employee well-being, companies can create a more positive work atmosphere (Wahyuni & Ikhwan, 2022). This lowers employee turnover intentions and improves company stability, as shown by a 29% increase in the probability of company stability.

Gen Z's individual internal influence scenario has a more significant impact than the company influence scenario in reducing Gen Z's turnover intention. High job stress can lead to mental and physical exhaustion, increasing the desire to change jobs. In contrast, low stress creates a more comfortable and productive environment, making employees feel more connected to the organization. In addition, job insecurity or job uncertainty can trigger anxiety, especially among Generation Z, who often face social and economic pressures.

When employees feel secure in their jobs, loyalty and commitment to the company increase. Job satisfaction is also a key factor in determining loyalty; employees who are satisfied with their jobs are less likely to seek other opportunities. A supportive company environment is important in reducing job stress and job insecurity. Flexible policies and management support create a positive work atmosphere, increase satisfaction, and reduce the risk of burnout. Despite high compensation and benefits and recognition of important achievements, these factors are often temporary and not strong enough to address underlying issues such as stress or job uncertainty. Therefore, to minimize turnover intention, companies must focus on creating a supportive work environment and ensuring employees feel safe and satisfied.

Based on the discussion above, companies are advised to create a work environment that supports the development of Gen Z. This includes providing adequate facilities, such as comfortable workspaces and access to the necessary technology so that it can reduce stress and increase employee satisfaction. In addition, companies need to conduct regular employee surveys to understand the factors that trigger stress and dissatisfaction. By gathering feedback, companies can identify specific issues that must be addressed. Building open communication between management and employees is also very important; employees must feel heard, valued, and involved in decision-making related to company policies. Career development programs should be provided to help employees feel safer at work, thereby reducing job insecurity and increasing job satisfaction. Although internal factors such as job satisfaction are more influential, regular evaluations of compensation and benefits are still important to ensure that the company's offers remain attractive. Recognizing and appreciating employee achievements can increase motivation and loyalty, creating a positive work culture. By implementing these recommendations, companies can lower turnover intention and improve overall organizational stability, creating a more productive and loyal climate among Generation Z employees.

CONCLUSION

This research highlights the trend of turnover intention among Gen Z by taking a sample of Gen Z employees in the city of Denpasar. Based on the analysis and discussion presented, this research uses a new approach: MICMAC and Bayesian Belief Network. The MICMAC analysis was used to analyze the key factors that affect Gen Z's turnover intention. The results showed five key variables that had a significant impact: Job Insecurity, Job Stress, Compensation and Benefits, Job Satisfaction, and Leadership and Management. This research also uses the BBN or Bayesian Belief Network approach. The BBN structure model was developed to rank the influence between variables and conduct scenario analysis. Using the probability of Job Insecurity at 70:30, Job Satisfaction at 48:52, Job Stress at 76:24, and Leadership and Management at 44:56, the probability of Gen Z's turnover intention is around 68%. Based on the results of the strength analysis, it is known that the most significant influence is seen on the influence of turnover intention on company stability, with an average value of 0.700; the second is the influence of job stress on turnover intention with an average value of 0.500, and the third is the influence of leadership and management on turnover intention with an average value of 0.450. The scenario analysis results show that the scenario analysis of Gen Z's individual internal influence on turnover intention is proven

to reduce the probability of Gen Z's turnover intention by 40%. The declining turnover also had a positive impact on increasing company stability by 29%. The findings of this research have significant implications for policy recommendations and practices in company management. First, this study emphasizes the importance of creating a supportive company environment to reduce job stress and job insecurity. Flexible policies and management support can create a positive work atmosphere, increase employee satisfaction, and reduce the risk of burnout. However, it is important to note that the results of this research are limited to the local context in Denpasar City and can only be generalized to the entire employee population in Indonesia or other countries if different local factors are considered. For future research, it is recommended that researchers use the MACTOR method to identify various actors that influence turnover intention, especially in Gen Z. This approach can provide deeper insights into the interactions between various stakeholders in the company and how stakeholders influence Gen Z employees' decisions to stay or leave their jobs.

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