

Frustration, Professional Identity, Job Satisfaction, and Engagement: Determinants of Turnover Intention among Gen Y-Z Employees

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Abstract

This study aims to examine the influence of frustration and professional identity on turnover intention, with the mediating roles of job satisfaction and employee engagement, among Generation Y and Z employees working in state-owned and private companies in Central Java and Yogyakarta. Using the Conservation of Resources (COR) theory as the theoretical framework, this quantitative research employed a survey method with 210 respondents and data analysis using Structural Equation Modeling (SEM) with SmartPLS 4.0. The findings reveal that frustration has a significant negative impact on job satisfaction and a positive impact on turnover intention. Professional identity positively affects job satisfaction and employee engagement while negatively affecting turnover intention. Job satisfaction significantly reduces turnover intention and serves as a mediator between professional identity and turnover intention. However, employee engagement does not significantly mediate this relationship. These results highlight the importance of reducing workplace frustration and strengthening employees' professional identity to enhance job satisfaction and lower turnover intention. The study contributes to human resource management literature by providing insights into psychological factors influencing turnover intention, particularly among younger generations in the workforce.

Keywords: Frustration, Professional Identity, Job Satisfaction, Employee Engagement, Turnover Intention.

Introduction

Human resources are one of the key factors for the success of a company. Efficient and effective management of human resources plays a crucial role in increasing productivity and performance at both individual and organizational levels. Employees, as the backbone of a company, ensure that business operations run smoothly (Bibi et al., 2020). Therefore, employees are valuable and strategic assets, and any mismanagement in human resource

decisions may lead to decreased employee performance, ultimately hindering the realization of the company's vision and mission (Judge et al., 2012).

Recent developments highlight an increasing tendency among employees to experience workplace frustration, leading to reduced job satisfaction and higher turnover intention. This phenomenon is especially prominent among Generation Y and Generation Z, two cohorts currently dominating the labor market. Generation Y (born 1980–1994) and Generation Z (born 1995–2015) exhibit unique work values and expectations compared to previous generations (Betz, 2019; De Been & Beijer, 2014). Prior studies have found that Gen Y employees are more likely to switch jobs when their needs are unmet (Nafiudin, 2019), while Gen Z employees also display high turnover intention due to factors such as unsatisfactory compensation, irregular work schedules, and toxic workplace culture (Katadata, 2023; Putri et al., 2023).

Studies on Generation X have shown different work attitudes, often prioritizing independence and career advancement over loyalty to organizations (Park & Gursoy, 2012; Beutell & Wittig-Berman, 2008; Hoole & Bonnema, 2015). However, Gen Y and Z employees are reported to value work-life balance and meaningful engagement, which significantly influence their job satisfaction and organizational commitment (Uygur, 2009). This is aligned with data from the Indonesian Central Statistics Agency (BPS, 2020), which shows that Gen Z accounts for over 60% of the country's population, indicating their substantial future impact on national productivity. Despite the relevance, limited research has simultaneously examined the psychological mechanisms behind turnover intention by including frustration, professional identity, job satisfaction, and employee engagement as interconnected constructs. Most prior research tends to focus on these variables in isolation or within specific industries such as health or education (Rhodes, 2006; Cooper et al., 2017; Brien et al., 2017). In corporate contexts, especially in developing countries like Indonesia, the dynamics remain underexplored.

Frustration is a negative emotional state triggered by unmet expectations or excessive job demands and has been shown to increase turnover intention (Allisey et al., 2014; Bowling et al., 2015; Kim & Kao, 2014). Meanwhile, professional identity—defined as an employee's internalization of professional values and alignment with their occupational role—has been associated with enhanced job satisfaction and reduced intention to leave (Trede et al., 2012; Yu et al., 2013; Wang et al., 2020). A strong sense of professional identity can foster emotional commitment, particularly when employees feel connected to the mission and values of the organization (Sun & Sohn, 2021; Liu et al., 2010). Furthermore, job satisfaction and employee engagement are pivotal mediators in understanding employee behavior. Satisfied and engaged employees are more likely to stay, perform better, and promote a positive organizational culture (Karatepe et al., 2006; Mukaihata et al., 2020). Conversely, dissatisfaction, caused by work stressors such as lack of privacy, poor facilities, and low autonomy, can lead to disengagement and high turnover intention (Ruiz-Fernández et al., 2021; Abbracciavento et al., 2020; Briner & Reynolds, 1999).

This study is motivated by the increasing concern over high turnover intention among young employees, particularly those from Generations Y and Z, who dominate today's workforce. Despite their significant role in shaping organizational sustainability, limited

research has examined how frustration, professional identity, job satisfaction, and work engagement simultaneously influence their turnover intention. There remains a gap in understanding how frustration and professional identity jointly influence turnover intention through job satisfaction and engagement, especially among Gen Y and Z employees in state-owned and private companies. This study addresses that gap by integrating the Conservation of Resources (COR) theory (Hobfoll, 2011) to explain how individual psychological resources affect employee retention outcomes. The research contributes to the literature by providing a holistic view of turnover intention determinants among younger generations and to offer strategic implications for organizational leaders in retaining talent. This study is therefore urgent and relevant in today's workforce landscape. It contributes to the literature by integrating organizational psychology and generational studies and offers practical insights for human resource development in both public and private sectors in Indonesia.

Literature Review

Conservation of Resources (COR) Theory

This study uses the Conservation of Resources (COR) Theory developed by Hobfoll (1989) as the theoretical foundation. The COR theory explains that individuals strive to obtain, retain, and protect valuable resources to avoid stress and ensure psychological safety in the workplace (Hobfoll, 1989). Inclusive behaviors from supervisors serve as important resources that enhance employees' trust in management, fostering psychological safety (Gong et al., 2020). Individuals who perceive psychological safety feel free to be themselves, make decisions, voice opinions, and participate positively in career and status determination. Conversely, employees who perceive a lack of psychological safety feel anxious, restricted in performing their work, experience high levels of work-related stress, and tend to engage in avoidance behaviors (Appelbaum et al., 2016; Aranzamendez et al., 2015; Arnetz et al., 2019; Lee & Dahinten, 2021; O'Donovan & McAuliffe, 2020).

Hobfoll (1989) classifies resources into internal and external categories. Previous studies agree that frustration experienced by employees is often positively associated with negative behaviors. Frustration initially triggers negative emotions such as anger, anxiety, or turnover intention, which subsequently influence how employees behave, including engaging in counterproductive behaviors. Managing frustrated employees becomes a major challenge, depleting existing resources and reducing capacity for further self-regulation (Baumeister et al., 1998; Tepper et al., 2017). Frustration leads to resource loss, increasing turnover intention (Eissa & Lester, 2018).

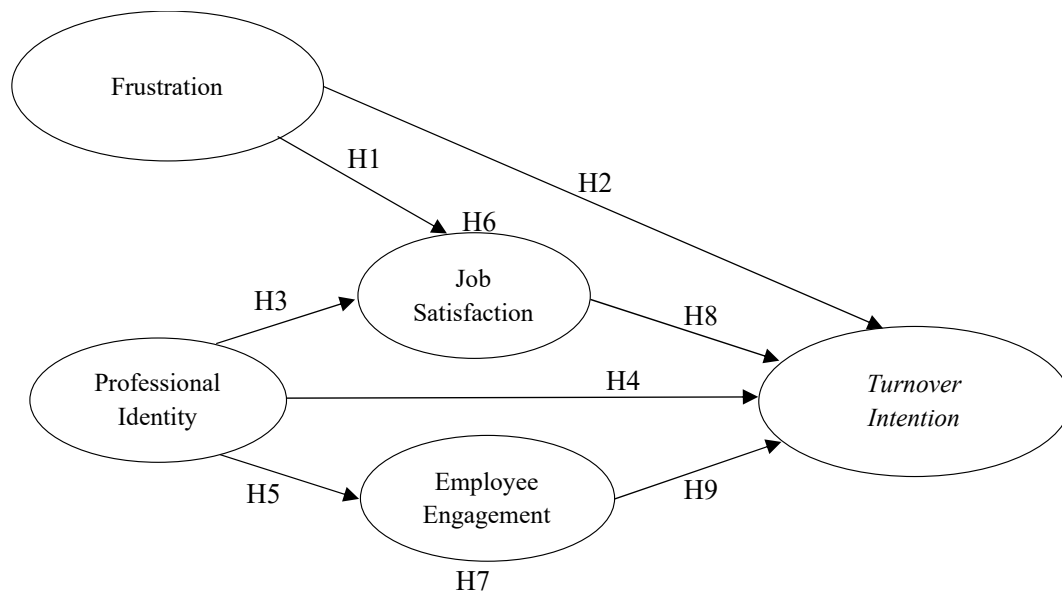


Figure 1. Theoretical Framework

Frustration

Employees expect their coworkers, supervisors, and managers to treat them with consideration and respect (Torres et al., 2017). However, exposure to incivility in the workplace, such as demeaning comments or disrespectful behaviors, can result in emotional exhaustion and decreased job satisfaction (Laschinger et al., 2009; Alola et al., 2019). Incivility threatens employees' emotional, cognitive, and psychological resources (Han et al., 2016a; Grandey et al., 2007). Interpersonal conflict, organizational constraints, work rewards, and workload are all sources of frustration that negatively impact job satisfaction (Keenan & Newton, 1985; Spector, 1978; Buell & Breslow, 1960).

H1: Frustration negatively affects job satisfaction.

H2: Frustration positively affects turnover intention.

Professional Identity

Previous studies highlight the factors contributing to low professional identity, including cultural background differences and organizational cultural misalignment (Wang et al., 2020; Chen et al., 2015). Employees in developed countries often exhibit stronger professional identity due to better respect for their roles and harmonious workplace culture (Brown et al., 2015; Dominici & Guzzo, 2010; Karatepe & Uludag, 2008). A strong professional identity leads to higher job satisfaction and reduces turnover intention (Tang, 2020; Shim et al., 2009; Fuller et al., 2003).

H3: Professional identity positively affects job satisfaction.

H4: Professional identity negatively affects turnover intention.

H5: Professional identity positively affects employee engagement.

Job Satisfaction

Job satisfaction is influenced by organizational culture, working conditions, interpersonal relationships, remuneration, and regulations (Pawirosumarto et al., 2017; French et al., 2004; Seara et al., 2017). It is also affected by employee characteristics such as gender, age, education, personality, and job fit (Wang et al., 2020). Job satisfaction reduces turnover intention (Robbins, 2001; Ibrahim, 2016).

H6: Job satisfaction negatively affects turnover intention.

Employee Engagement

Employee engagement refers to positive attitudes characterized by physical, cognitive, and emotional investment in work (Kahn, 1990). Studies show that engagement leads to lower burnout, higher job performance, and reduced turnover intention (Schaufeli & Bakker, 2004; Saks, 2006; Gruman & Saks, 2011). Professional identity strengthens engagement, which in turn reduces turnover intention (He et al., 2014; Macinati et al., 2020).

H7: Employee engagement negatively affects turnover intention.

Turnover Intention

Turnover intention involves employees' desire to leave their organization, resulting in significant business costs (Simons, 2001; Jex, 2018). It is influenced by job dissatisfaction, low engagement, and weak professional identity (Alarcon & Edwards, 2011; Wang et al., 2020). Generation Y and Z in Indonesia demonstrate increasing turnover rates, emphasizing the need for further investigation (BPS, 2020; Nafiudin, 2019).

Mediating Role of Job Satisfaction

Job satisfaction plays a mediating role between professional identity and turnover intention (Scanlan & Hazelton, 2019). A stronger professional identity enhances job satisfaction, which subsequently reduces the desire to leave (Ihwanti & Gunawan, 2023).

H8: Job satisfaction mediates the relationship between professional identity and turnover intention.

Mediating Role of Employee Engagement

Employee engagement also mediates the relationship between professional identity and turnover intention (Akkerman et al., 2018; Van Der Walt & De Klerk, 2014). Engaged employees tend to remain with the organization, as they find greater meaning and satisfaction in their work.

H9: Employee engagement mediates the relationship between professional identity and turnover intention.

Methods

This research employed a quantitative approach to examine the influence of frustration and professional identity on turnover intention, with job satisfaction and employee engagement acting as mediating variables. The study was conducted among alumni of universities located in Central Java and the Special Region of Yogyakarta, focusing on employees from Generation Y and Generation Z who are currently working in either state-owned or private companies. The research took place over a limited period, specifically from October to November 2024, to capture current labor market conditions.

The research is classified as causal research, aiming to analyze the cause-and-effect relationships between variables. It applies a cross-sectional design, meaning data were collected at a single point in time. This method is considered suitable for identifying patterns and relationships within a large population. The chosen strategy for data collection was a survey method, allowing the researcher to gather standardized information from numerous

respondents. The unit of analysis in this study is the individual employee, as each response reflects the personal views and experiences of the participants.

The population for this study consisted of university alumni from Generations Y and Z who are actively employed in either public or private sectors in the designated regions. Following the formula proposed by Hair et al. (2019), the required sample size was calculated as 10 times the number of indicators used in the questionnaire. With 38 indicators, the minimum sample size was determined to be 380 respondents. This sample size was deemed sufficient to ensure representativeness and to mitigate the risk of incomplete or non-returned questionnaires.

The data collection process involved distributing an online questionnaire using Google Forms, which allowed respondents to complete the survey conveniently. The questionnaire was designed with multiple-choice questions and Likert-scale statements to capture respondents' perceptions regarding frustration, professional identity, job satisfaction, employee engagement, and turnover intention. The primary data collected from respondents was supplemented by secondary data obtained from literature and official statistics related to workforce demographics in Indonesia.

In this study, five key variables were measured using validated instruments adapted from Guy (2014), each assessed with a 5-point Likert scale ranging from strongly disagree to strongly agree.

1. Frustration was defined as a psychological state experienced by individuals under stress or perceived threat (Kusuma et al., 2023; Alola et al., 2019).
2. Professional Identity referred to how individuals perceive themselves within their professional roles and how this identity influences their work attitudes (Aranya et al., 1981; Tang, 2020).
3. Job Satisfaction was seen as the emotional evaluation of work based on the alignment between expected and received rewards (Ihwanti & Gunawan, 2023; Scanlan & Hazelton, 2019).
4. Employee Engagement described the psychological involvement, commitment, and active participation of employees in their work (Kahn, 1990; Robbins, 2007).
5. Turnover Intention referred to an individual's intention to leave the current organization, often influenced by dissatisfaction and job insecurity (Ridho & Syamsuri, 2019; Jex, 2018).

The data analysis was performed using Partial Least Squares Structural Equation

Modeling (PLS-SEM). This technique was chosen because it allows simultaneous examination of complex relationships between multiple variables, including mediating effects. The analysis began with descriptive statistics, which provided an overview of respondents' characteristics and their responses to each item in the questionnaire (Sugiyono, 2017).

The reliability of the research instrument was tested through loading factors for each indicator, with values above 0.7 indicating strong reliability. Internal consistency was further assessed using Cronbach's Alpha and Composite Reliability (CR), both of which needed to exceed 0.7 to be deemed acceptable. To ensure validity, both convergent and discriminant validity were tested. Average Variance Extracted (AVE) was used to measure convergent

validity, with values greater than 0.5 indicating that the construct explains more than half of the variance in its indicators. Discriminant validity was assessed using the Fornell-Larcker Criterion, ensuring that each construct was distinct from the others.

Additionally, collinearity among indicators was evaluated using the Variance Inflation Factor (VIF), with acceptable thresholds below 5 to rule out multicollinearity problems that could distort the model's accuracy. In the structural model evaluation, several metrics were applied to assess model quality. Collinearity diagnostics confirmed the absence of harmful multicollinearity among latent constructs (Rahadi, 2023). The R^2 values were analyzed to determine how well the independent and mediating variables could explain the variance in the dependent variable, turnover intention. The effect size (f^2) was also calculated to assess the practical significance of each independent variable on the dependent variables. Furthermore, the predictive relevance (Q^2) was examined to confirm the model's capability to predict outcomes in the population. A Q^2 value above zero indicated good predictive relevance (Rahadi, 2023).

Finally, the significance of each path relationship in the structural model was tested through bootstrapping procedures, generating t-statistics and p-values. The decision rules followed standard significance thresholds: paths with $p < 0.05$ or t-values above critical values were considered statistically significant (Hair et al., 2017; Sekaran & Bougie, 2016). This comprehensive analysis allowed for the testing of all proposed hypotheses, providing valuable insights into the factors that influence turnover intention among Generation Y and Z employees in Indonesian organizations.

Results and Discussion

Research Object Description

The research object focuses on university alumni from Generation Y-Z working in both public and private companies in Central Java and the Special Region of Yogyakarta. This study aims to analyze the influence of frustration and professional identity on turnover intention, with job satisfaction and employee engagement as mediating variables. It examines how employee frustration and professional identity can influence their intention to leave the organization, taking into account the mediating role of job satisfaction and engagement.

Table 1

Respondent Characteristics by Age Range

Age Range	Frequency
20 - 25	124
26 - 31	241
32 - 37	39
38 - 43	19
44 - 49	1
Total	426

The table shows the distribution of respondents by age. The majority are in the 26-31 age range with 241 respondents (57.3%), indicating that most respondents are at the early peak of their careers. The second largest group is 20-25 years old (29.3%), reflecting young

employees at the beginning of their careers. Respondents aged 32-37 represent 9.2%, while older age groups (38-43 and 44-49) comprise only a small portion of the sample. This indicates that the study predominantly involves younger employees.

Table 2

Respondent Characteristics by Education Level

Education Level	Frequency
Senior High School	7
Diploma III	21
Diploma IV	9
Bachelor Degree	303
Master Degree	33
Unidentified	53
Total	426

The majority of respondents hold a bachelor's degree (71.2%), highlighting the high level of education among the participants. A smaller number have master's degrees (7.7%) or lower educational attainment, indicating that most participants come from a highly educated workforce. The presence of respondents with unidentified education suggests some missing data during collection.

Table 3

Respondent Characteristics by Company Type

Company Type	Frequency
Non-Private	265
Private	161
Total	426

The data indicates that 62.2% of respondents work in non-private (public/state-owned) companies, while 37.8% are employed in private sector companies. This distribution allows for analysis of potential differences in frustration, professional identity, job satisfaction, employee engagement, and turnover intention between the two company types.

Table 4

Respondent Characteristics by Length of Work

Length of Work	Frequency
Less than 1 Year	42
1 - 2 Years	140
3 - 5 Years	181
6 - 10 Years	43
11 - 15 Years	14
18 Years	1
Unidentified	5
Total	426

The majority of respondents (42.5%) have worked between 3 to 5 years, reflecting employees with moderate experience. Those with 1 to 2 years of work experience make up

32.9%, while only a small percentage (10.1% and below) have longer tenure. This suggests that most respondents are still in the early or middle stages of their career paths.

Measurement Model Evaluation

The analysis results for the measurement model evaluation is presented as follows:

Table 5

Loading Factor

Variable	Item	Outer Loading	Result
Frustration	F1	0.817	Valid
	F2	0.889	Valid
	F3	0.781	Valid
Professional Identity	AR1	0.765	Valid
	AR2	0.766	Valid
	AR3	0.753	Valid
	AR4	0.759	Valid
	EM1	0.756	Valid
	EM2	0.787	Valid
	EM3	0.758	Valid
	EM4	0.752	Valid
	IB1	0.763	Valid
	IB2	0.767	Valid
	IB3	0.778	Valid
	IB4	0.757	Valid
	PKK1	0.766	Valid
	PKK2	0.753	Valid
	PKK3	0.754	Valid
	PKK4	0.799	Valid
Job Satisfaction	PR1	0.774	Valid
	PR2	0.762	Valid
	PR3	0.744	Valid
	PR4	0.762	Valid
	KK1	0.842	Valid
	KK2	0.847	Valid
	KK3	0.858	Valid
	KK4	0.748	Valid
Employee Engagement	KLK1	0.766	Valid
	KLK2	0.804	Valid
	KLK3	0.769	Valid
	KLK4	0.753	Valid
	KLK5	0.716	Valid
	KLK6	0.782	Valid
	KLK7	0.712	Valid
Turnover Intention	TI1	0.786	Valid
	TI2	0.905	Valid
	TI3	0.879	Valid

All indicators show outer loading values above 0.7, indicating strong contributions to their respective constructs. For example, in the Frustration construct, F2 has the highest loading at 0.889, signifying its importance. The Professional Identity construct also shows consistently high loading values, with PKK4 reaching 0.799. The Job Satisfaction indicators also perform well, with KK3 scoring the highest at 0.858. Employee Engagement indicators, while slightly lower, still maintain validity, with KKK2 achieving 0.804. Turnover Intention indicators show excellent validity, especially TI2 with 0.905.

These results confirm that all items meet the threshold for convergent validity, ensuring that each construct is accurately measured. The consistently high loading factors across constructs demonstrate internal consistency and reliability. This reinforces the appropriateness of the measurement instruments for this study. The findings suggest that respondents' perceptions on frustration, professional identity, job satisfaction, employee engagement, and turnover intention are well captured by the questionnaire items. This strong measurement model is crucial for subsequent structural model analysis. It establishes a solid foundation for testing the research hypotheses.

Structural Equation Model (SEM) Evaluation

The analysis results for the SEM evaluation is presented as follows:

Table 6

Fornell-Larcker Criterion

Variable	Frustration	Professional Identity	Job Satisfaction	Employee Engagement	Turnover Intention
Frustration	0.830				
Professional Identity	-0.170	0.764			
Job Satisfaction	0.117	0.200	0.825		
Employee Engagement	0.043	0.325	0.592	0.758	
Turnover Intention	0.184	-0.912	-0.269	-0.363	0.858

The Fornell-Larcker Criterion indicates strong discriminant validity across all constructs. The square roots of AVE (diagonal values) are higher than any correlation between constructs, confirming that each latent variable measures distinct concepts. For example, the AVE of Frustration (0.830) exceeds its correlations with all other constructs. Similarly, Turnover Intention's AVE of 0.858 is higher than its highest correlation value of -0.912 with Professional Identity. This ensures there is no overlap between constructs and confirms the model's conceptual clarity. As such, this evaluation supports the validity of the hypothesized model.

Table 7

Inner Collinearity Statistics (VIF)

Variable	Frustration	Professional Identity	Job Satisfaction	Employee Engagement	Turnover Intention
Frustration			1.030		1.056
Professional Identity			1.030	1.000	1.164
Job Satisfaction					1.561
Employee Engagement					1.653
Turnover Intention					

The VIF values indicate that collinearity is not an issue within the structural model. All VIF values fall below the recommended threshold of 5, with the highest being 1.653 for Employee Engagement. This suggests that the independent variables do not exhibit multicollinearity, ensuring the stability and reliability of the path coefficients. The low collinearity enhances the confidence in the causal interpretations of the SEM. The results also suggest that each independent construct contributes uniquely to the prediction of the dependent variables. Thus, the structural model satisfies the assumptions required for SEM analysis.

Hypothesis Testing

The hypothesis testing in this study was conducted using Structural Equation Modeling (SEM) with SmartPLS. The following table summarizes the direct effect hypothesis testing results:

Table 8

Path Coefficient of the Model

Relationship	Original Sample	T Statistics	P Values
H1 Frustration → Job Satisfaction	0.156	2.687	0.007
H2 Frustration → Turnover Intention	0.046	1.971	0.049
H3 Professional Identity → Job Satisfaction	0.227	4.606	0.000
H4 Professional Identity → Turnover Intention	-0.878	68.286	0.000
H5 Professional Identity → Employee Engagement	0.325	7.083	0.000
H6 Job Satisfaction → Turnover Intention	-0.080	3.373	0.001
H7 Employee Engagement → Turnover Intention	-0.032	1.370	0.171

The results indicate that most direct relationships in the model are statistically significant. The path from Frustration to Job Satisfaction (H1) is significant with a p-value of 0.007, meaning that higher levels of frustration can influence employee job satisfaction positively in this sample context. Frustration also significantly affects Turnover Intention (H2) though the effect is weaker ($p = 0.049$).

Professional Identity shows a strong positive impact on Job Satisfaction (H3) and a substantial negative impact on Turnover Intention (H4), both highly significant. Additionally, Professional Identity has a significant positive effect on Employee Engagement (H5). Job Satisfaction significantly reduces Turnover Intention (H6), while the influence of Employee Engagement on Turnover Intention (H7) is not statistically significant, indicating limited mediation by this construct in this context.

Table 9
Indirect Effects

Relationship	Original Sample	T Statistics	P Values
H8 Professional Identity → Job Satisfaction → Turnover Intention	-0.018	2.959	0.003
H9 Professional Identity → Employee Engagement → Turnover Intention	-0.010	1.290	0.198

The indirect effects further reinforce that Job Satisfaction significantly mediates the relationship between Professional Identity and Turnover Intention (H8), with $p = 0.003$, suggesting that a stronger professional identity enhances job satisfaction, which in turn reduces the likelihood of turnover. Meanwhile, the mediating effect of Employee Engagement (H9) is not significant ($p = 0.198$), indicating its limited role in influencing turnover intention in this study's setting.

Discussion

The findings of this research support the theoretical foundation that both frustration and professional identity have important roles in influencing turnover intention, directly or indirectly, through mediators like job satisfaction and employee engagement.

First, the significant positive relationship between Frustration and Job Satisfaction is in line with previous studies, which suggest that when frustration is managed effectively, it can sometimes serve as a motivator for growth and resilience. However, unchecked frustration leads to a significant increase in turnover intention, albeit with a weaker effect. This finding highlights the dual nature of frustration: while it can drive improvement, excessive levels result in disengagement and the desire to leave.

Second, Professional Identity emerges as the strongest factor in reducing turnover intention. A robust sense of professional identity significantly enhances job satisfaction and reduces the desire to quit. This aligns with research by Tang (2020) which shows that individuals with a strong professional identity are more committed to their roles and organizations.

Furthermore, the mediation analysis confirms that Job Satisfaction is an effective mediator between Professional Identity and Turnover Intention, supporting the argument that satisfaction with one's job serves as a buffer against the desire to leave. On the other hand, Employee Engagement did not show a significant mediation effect. While engagement is often associated with lower turnover intention, in this study it was insufficient to significantly mediate the influence of professional identity on turnover.

Finally, these results underscore the importance of organizational strategies that strengthen employees' professional identities and satisfaction levels to effectively manage retention. Interventions that reduce frustration, nurture professional growth, and enhance satisfaction are likely to be more effective than those that focus solely on increasing engagement without addressing deeper identity or satisfaction issues.

Conclusion

This study aimed to examine the influence of frustration and professional identity on turnover intention, with the mediating roles of job satisfaction and employee engagement among Gen Y-Z employees working in state-owned and private companies in Central Java and Yogyakarta. Based on the analysis, the study reveals several key findings that contribute to both theoretical understanding and practical application in human resource management. The results show that frustration has a significant positive impact on job satisfaction, suggesting that in certain contexts, frustration may trigger motivation to improve performance, which in turn enhances job satisfaction. Furthermore, professional identity positively influences job satisfaction and negatively affects turnover intention, indicating that employees with strong professional identity are more satisfied with their jobs and less likely to leave the organization. Professional identity also has a significant positive effect on employee engagement. The study also finds that job satisfaction significantly reduces turnover intention, confirming its role as a key factor in retaining employees. However, employee engagement does not significantly influence turnover intention in this study, highlighting that while engagement contributes to performance, other factors such as satisfaction and organizational conditions have a stronger role in turnover decisions. Additionally, job satisfaction is found to mediate the relationship between professional identity and turnover intention, underscoring the importance of fostering satisfaction to maintain employee loyalty. Conversely, employee engagement does not serve as a significant mediator in this relationship.

Recommendations and Limitations

From a practical perspective, the findings imply that organizations must prioritize reducing sources of frustration in the workplace, enhancing professional identity, and increasing job satisfaction to minimize turnover intention. Human resource policies should focus on creating supportive environments, offering career development opportunities, and recognizing employees' contributions. While employee engagement did not mediate turnover intention in this study, it remains important for boosting performance and organizational commitment. Therefore, efforts to strengthen both job satisfaction and engagement should be integrated into organizational strategies.

Theoretically, this study enriches the application of the Conservation of Resources (COR) theory by demonstrating how frustration, professional identity, satisfaction, and engagement interplay in predicting turnover intention. The findings offer a valuable contribution to the literature by highlighting the dual role of frustration and the central role of professional identity in shaping turnover behaviors, especially among the emerging workforce of Gen Y-Z employees.

This research, however, has several limitations. First, the study focuses on a specific population alumni of universities working in companies located in Central Java and

Yogyakarta thus limiting the generalizability of the findings to broader contexts. Future research could extend the study to different regions or industries for more comprehensive insights. Additionally, the use of cross-sectional data restricts the ability to assess long-term effects over time. A longitudinal approach is recommended for future studies to capture changes in employee attitudes and behavior more accurately.

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