MILLENNIALS AND Z’s INTENTION TO LEAVE: LEADERSHIP, WORK ENVIRONMENT, WORKLOAD, FLEXIBLE WORK, JOB SATISFACTION

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Abstract: Intention to leave from millennial and z generation employees in the company is quite high. This will cause problems for the company's sustainability in the future. This research was conducted in the retail industry of WHSmith Indonesia which is spread across 3 regions of Bali, Jakarta and Makassar, which aims to investigate the factors that influence employee intention to leave, there are transformational leadership, work environment, workload, and flexible work arrangement using job satisfaction as a mediating variable. In this study using 168 millennial and z generation employees in WHSmith who participated in filling out questionnaires using SEM-PLS and uses a millennial and z generation multigroup test with the SmartPLS 4 analysis tool. The results showed that transformational leadership and work environment had no effect on intention to leave, workload had a positive effect on intention to leave, meanwhile flexible work arrangement and job satisfaction had a negative effect on intention to leave, transformational leadership, work environment, and flexible work arrangement have a positive effect on job satisfaction, meanwhile workload has a negative effect on job satisfaction, transformational leadership, work environment, and flexible work arrangement have a negative effect on intention to leave through job satisfaction as a mediating variable, meanwhile workload has a positive effect on intention to leave through job satisfaction as a mediating variable among WHSmith employees. The results of multigroup analysis are also discussed in this study. This research provide insight for the WHSmith company regarding the causes of intention to leave in the millennials and z generations, so the company can have loyal employees in the future.

Keywords: Transformational Leadership, Work Environment, Workload, Flexible Work Arrangement, Job Satisfaction, Intention to Leave

CITATION
INTRODUCTION

Data from the Central Statistics Agency shows that the results of the population census show that the millennial and z generation dominates Indonesia's population. The population of the z generation in 2020 is 27.94%, and the millennial generation is 25.87% of the total population in Indonesia (BPS, 2021). The population numbers above show that the millennial and z genes will dominate work in the future. The millennial generation is a generation that can bring change to a company. The millennial generation is the company's future. If the company fails to respond, it is likely that the company will lose talent and will not have a strategic advantage in an ever-changing market (Singh et al., 2020). Generation Z has a good understanding of technology because Gen Z is already used to digital technology (IDN, 2022b). Thus, it can be said that millennials and z generations have work potential that can encourage companies in the future. Problems arise when various studies show that the millennial generation and Z have a tendency to leave their companies, as in the Deloitte Global 2022 data, which shows that Z and Millennials generations who were surveyed found that the desire for these two groups of employees to resign from the company was still quite high, with 40% of Z generation and 24% Millenials generation surveyed said they wanted to leave their current jobs within the next two years, while 35% of Z generation and 32% of Millennials generation still wanted to resign even though they didn't know where they would work (Deloitte, 2022b). Data from Indonesia Millennial Report and Indonesia Gen Z Report in 2022 is also in line with Deloitte data, which shows that the majority of millennials (90%) believe that it is ideal to stay in one job for at least three years, 1% said less than one year and 9% said 1-2 years (IDN, 2022b). The majority of Generation Z, 88%, believe that three years is the ideal time and is considered sufficient for one job before deciding to look for a new challenge. Only 12% said the ideal time was 1-2 years (IDN, 2022a). Based on these data, it is essential to identify the intention to leave factor among millennials and the Z generation, considering that both generations have a tendency to leave the Company in under five years.

This research examines the determinants of intention to leave. One of the reasons is transformational leadership. Gen Z and millennials want to work for organizations that empower them to be directly involved in driving change within their organizations and society, so leaders play an essential role in making this happen (Deloitte, 2022a). The 2019 Workforce Institute report also shows that 32% of Gen Z respondents choose to work hard and last longer if they have supportive leaders (Workforce, 2019). The work environment also paid attention to millennials and the z generation. This was stated in a Deloitte survey, which showed that 23% of millennials and 23% of Gen Z chose to stay in a company that had a work environment with a positive culture (Deloitte, 2022b). The other reason is workload, which was mentioned in a survey conducted by IDN Media Indonesia. The 2022 Gen Z report showed that 47% of Gen Z respondents made the work environment a priority when choosing a job (IDN, 2022a). In a Deloitte survey, 44% of Gen Z and 43% of Millennials quit their jobs due to workload pressure (Deloitte, 2022b). Flexible work arrangements also make millennials and Gen Z interested in working, where the results of the Indonesian millennial report survey show that 71% of millennials' priority is to have flexible work (IDN, 2022b). The results of the Indonesia Gen Z report survey in 2022 show that 75% of Gen Z's priority is having flexible work (IDN, 2022a). Job satisfaction plays a vital role in retaining employees and reducing employee turnover rates because if employees feel satisfied with their jobs, they will consider leaving the company (Yukongdi and Sherstha, 2020).

This research uses objects in the retail industry, namely WHSmith employees. Zippia data proves that the retail industry has a high turnover rate, which shows that the average turnover rate of the retail industry in 2021 is 65% (Zippia, 2023). Deloitte data also shows that 25% of millennials and 48% of Gen Z will leave retail industry companies within two years (Deloitte, 2022b). This figure shows the high intention to leave in the retail industry. WHSmith is a company operating in the retail sector under PT. Karya Prima Unggulan. WHSmith, in its activities, provides products such as snacks, drinks, books, magazines, travel necessities, and health and beauty supplies. WHSmith companies in Indonesia are spread across three provinces: Bali, Jakarta, and Makassar (WHSmith, 2023).
Employee turnover shows that it’s normal if it ranges below 10% per year and high if it is more than 10% per year (Halimsetiono, 2014). Research on WHSmith employees is vital because Figure 1 shows a turnover rate above 10% per year, which shows that the employee turnover rate at WHSmith is quite high. This employee turnover will certainly affect aspects of the company. Based on this phenomenon, efforts to suppress the intention to leave become a strategic issue for a company because turnover in a company will not only cause the company to lose talented employees but will also incur high costs, which can be detrimental to the company (Mwakaswaya, 2023).

Several researchers have carried out research on transformational leadership, and there are different results. Research by Sammuel dan Tanoto (2022) shows that transformational leadership results influence turnover intention, while Utami and Aima (2021) show that transformational leadership results have no effect on turnover intention. Research on the work environment by Wiliyanto et al. (2020) shows that the work environment has a negative effect on the turnover intention variable. Meanwhile, research by Meirina et al. (2018) shows that the work environment has a positive effect on turnover intention. Previous research that examines workload by Nainggolan and Gunawan (2021) shows that workload has a positive and significant influence on turnover intention, while research by Wibowo et al. (2021) shows that workload has no significant effect on turnover intention. Previous research examining flexible work arrangements by Gašic and Berber (2023) shows that flexible work arrangements have a significant negative effect on turnover intention. Different results were found in research by Aziz et al. (2022), which showed that flexible working arrangements had a positive influence on turnover intention. Research examining job satisfaction conducted by Lin and Huang (2020) shows that job satisfaction has a negative influence on employee turnover intention. Different results were found in research conducted by Romadhoni et al. (2020), showing that job satisfaction does not have a significant effect on the intention to leave.

This study brings the latest from the previous researcher, Aziz et al. (2022), by expanding the sample of respondents who not only focus on the millennial generation but also the z generation. This research is useful in providing additional references to the research literature. It can assist companies in understanding the causes of intention to leave companies from millennials and z generations so that companies can anticipate these causative factors and use them for decision-making. Based on the description above, this research examines the factors influencing the intention to leave the company by examining the direct influence of transformational leadership, work envi-

![WHSmith Employee Turnover](image-url)
ronment, workload, flexible work arrangements, and job satisfaction on the intention to leave and, next, examining the direct influence of transformational leadership, work environment, workload, and flexible work arrangements on job satisfaction. Apart from that, this research also tested the mediating role of job satisfaction in influencing the relationship between transformational leadership, work environment, workload, flexible work arrangements, and intention to leave.

LITERATURE REVIEW
Theory of Planned Behavior
According to the theory of planned behavior, a person’s intention to act is influenced by three things: their perception of behavioral control, subjective norms, and attitude toward the behavior (Ajzen, 1991). Ajzen also stated that the theory of planned behavior has four elements that describe behavioral criteria: target, action, context, and time. The clearer these four elements are, the stronger the intention to predict certain behaviors (Ajzen and Fishbein, 2005).

Transformational Leadership
Transformational leadership is a transformational style that refers to leaders who have influence and become role models for the people around them. These leaders are considered role models because they demonstrate certain personal characteristics or charisma or because they demonstrate a moral attitude (Kirkbride, 2006). Transformational leaders can motivate followers to achieve more than expected (Alqatawenh, 2018). According to Yukl (2009), transformational leadership is a form of leadership that can provide an ideal influence, such as encouraging innovation and strengthening the loyalty of employers. This leadership can also develop positive results within the company, such as building connections with employees, understanding employee needs, and helping employees achieve their potential to contribute to good results in the company (Fitzgerald and Schutte, 2010).

Work Environment
Wiskow et al. (2010) stated that the work environment is an aspect that influences life at work, such as the workplace, working conditions that involve problems directly related to work, and the environment that influences people (employees) in their work activities. The working environment plays an important role for the company as it can affect its efficiency. Employee satisfaction and loyalty can both rise in a positive work environment (Raziq and Maulabakhsh, 2015). Chandrasekhar (2011) stated that the work environment is an important variable in inspiring workers to complete their duties. A company must take care to provide a work environment that helps employees become more productive so it can improve profits in the company. Moreover, overall job satisfaction levels are increasingly influenced by human-to-human interactions and relationships in the work environment.

Workloads
The workload arises from the interaction between task demands and an unsupportive work environment (Nainggolan and Gunawan, 2021). According to Rusnock and Borghetti (2018), the workload is the amount of effort an individual makes in carrying out their duties, which can be influenced by individual abilities (both physical and mental), training, experience, fatigue, stress, and personality at work. The high workload can also take the form of pressure from superiors, where employees are required to immediately complete tasks, which will make employees feel stressed about the work they do (Anggraini et al., 2022).

Flexible Work Arrangement
Bal and De Lange (2014) stated that flexible work arrangements are an opportunity for employees to make choices in working, such as when, where, and for how long they are involved in work-related tasks. Work flexibility is an agreement between superiors and subordinates in a company that has been designed on certain grounds or values according to mutual agreement in the form of flexibility in organizing work so that they can consistently fulfill their job demands (Selby et al., 2001; Erden-Bayazit and Bayazit, 2019). The implementation of flexible work arrangements is effective in providing employee work-life balance because employees can divide work time and personal time so that it will provide positive results for employees, which will also have a positive impact on the company by reducing employee intention to leave (Bontrager et al., 2021).
Job satisfaction

Job satisfaction is the pleasing reaction or displeasing emotional state that employees have when they work (Prabowo et al., 2018). High job satisfaction can increase an employee's commitment to the company and encourage them to put in more effort so that the company can profit in the long term (Raziq and Maulabakhsh, 2015). Employee dissatisfaction can be expressed in various ways, such as through exit, voice, loyalty, and neglect (Robbins and Judge, 2012).

Intention To Leave

A purposeful and determined desire to quit the company soon is known as an intention to leave (Mobley et al., 1978). Intention to leave is defined as the last step in the decision-making process before someone leaves the company (Bothma and Roodt, 2013). According to Gunaprasida and Wibowo (2019), intention to leave is a signal that leads to turnover in a company, which can be avoided by creating and developing working conditions and a work environment where superiors and colleagues support each other.

Millennial and Z Generation

The millennial generation is the generation born in 1981–1996, while the z generation is the generation born in 1997–2012 (BPS, 2021). The millennial generation, also called Generation Y, which has grown up with technology, uses online social networks and professional networks extensively, and they are well-informed and connected virtually. The work behaviors of Generation Y are positively impacted by flexibility, multitasking, teamwork, and optimism (Sa’aban et al., 2013). Generation Z was born in the highly advanced digital era and is growing around technology. They are categorized as the first generation of true digital natives (Lanier, 2017). In the workplace, generation Z is viewed as energetic, transparent, innovative, creative, tolerant, socially conscious, emotional, conservant, and independent (Paina and Iri, ni, 2021).

HYPOTHESIS DEVELOPMENT

Transformational Leadership and Intention To Leave

Leadership plays an important role in a company. Transformational leadership is used as one of the factors that can influence an intention to leave. These findings correspond with studies conducted by Lacap (2019), which show that when transformational leaders become more visible in the company, employees' intentions to leave the organization will decrease. Research conducted by Sobaih et al. (2022) shows that a transformational leadership style has the ability to support, inspire, treat employees fairly, and involve all workers, which creates an environment of psychological safety and ultimately reduces employee intentions to leave. Similar results were also proven by research conducted by Saeed and Jun (2022), who also showed that transformational leadership has a significant negative effect on turnover intention. Based on the above explanation, the following hypothesis can be made:

H1: Transformational leadership has a significant negative effect on the intention to leave.

Transformational Leadership and Job Satisfaction

Khan et al. (2020), in their research, found a significant positive influence of transformational leadership on job satisfaction. This indicates that the better a company's leaders implement transformational leadership, the more employee satisfaction will increase. Similar results are also proven by research conducted by Prabowo et al. (2018), which states that transformational leadership has a role in increasing employee job satisfaction.

H2: Transformational leadership has a significant positive effect on job satisfaction.

Work Environment and Intention To Leave

According to research by Kurniawaty et al. (2019), efforts to enhance the physical and non-physical aspects of the workplace, such as by offering sufficient support facilities, a pleasant workspace, sound management techniques, and the implementation of the K3 concept (work health and safety), can help lower the intention to leave. According to research by Aditya and Santos (2020), one of the variables that lead employees to leave their firm is the work environment, as evidenced by the strong negative effect the work environment has on turnover intention. Based on the above explanation, the following hypothesis can be made:

H3: Work environment has a significant negative effect on the intention to leave.
**Work Environment and Job Satisfaction**

Ingish et al. (2021), in their research, stated that companies must consider adequate working conditions for their employees because employees will feel satisfied if the working environment is good. The better the company's work environment, the greater employee job satisfaction will be. This claim is consistent with research by Anasi (2020), which showed that the work environment and job satisfaction have a significant positive relationship. Based on the above explanation, the following hypothesis can be made:

**H4:** Work environment has a significant positive effect on job satisfaction.

**Workload and Intention To Leave**

Junaidi et al. (2020), in their research, stated that too much workload can cause an increase in employee turnover in the company. This statement is in accordance with the research results of Nainggolan and Gunawan (2021), which revealed that there is a significant positive influence between workload and turnover intention. This indicates that the heavier the workload in a company, the greater the employee's intention to leave the company. Based on the above explanation, the following hypothesis can be made:

**H5:** Workload has a significant positive effect on the intention to leave.

**Workload and Job Satisfaction**

Employees feel that the workload is too large if they have to work outside the job description, coupled with the lack of adequate equipment within the company, which causes a backlog of work to be done (Langgeng and Lestari, 2020). This statement corresponds with studies conducted by Manalu and Lubis (2022), which state that employees will feel satisfied if they can carry out their duties in accordance with the job description without any additional tasks outside their responsibilities. The results of research conducted by Sari and Rahyuda (2019) also show that workload and job satisfaction have a significant negative influence. This indicates that the heavier the employee's workload, the more employee satisfaction in the company will decrease. Based on the above explanation, the following hypothesis can be made:

**H6:** Workload has a significant negative effect on job satisfaction.

**Flexible Work Arrangement and Intention To Leave**

Employee concerns about flexible work arrangements may have an impact on their intention to leave the company. Research by Windia et al. (2020) provides evidence for this claim, stating that offering flexible work schedules to staff members can help them combine work-related and personal activities and decrease their intention to leave the company. According to Gašic and Berber (2023), flexible work arrangements have a significant negative effect on the intention to leave one's job. This suggests that the more work flexibility a company provides to its employees, the lower the employees' intention to leave. Based on the explanation, the following hypothesis can be made:

**H7:** Flexible work arrangements have a significant negative effect on intention to leave.

**Flexible Work Arrangement and Job Satisfaction**

Flexible Work Arrangement is a work regulation regarding flexible time, schedule, and place where implementing flexible work arrangements can contribute to employee job satisfaction (Carlson et al., 2010). These findings correspond with studies conducted by Rehman and Siddiqui (2019), who claim that having flexible work arrangements can help both male and female employees balance work and home responsibilities, which will boost their overall job satisfaction. Similar results are also supported by research by Rahman (2019), which shows that flexible work arrangements have a significant positive influence on job satisfaction. Based on the above explanation, the following hypothesis can be made:

**H8:** Flexible work arrangements have a significant positive effect on job satisfaction.

**Job Satisfaction and Intention To Leave**

Aprilianti et al. (2023) show in their research that there is a significant negative influence between job satisfaction and turnover intention, where employees with a high level of satisfaction tend to feel happy with their work, which will reduce the employee's interest in resigning from their company. Other research conducted by Lin and Huang (2020) and Dwijnjanti et al. (2020) also shows the same results, namely that the more satisfied employees are with their work, the lower the...
level of intention to leave among employees in a company.  

**H9:** Flexible work arrangements have a significant positive effect on job satisfaction.

**The Mediation Role of Job Satisfaction**  
A person who has poor job satisfaction feels uncomfortable or uneasy at work, whereas a person who has high job satisfaction feels good about their work (Robbins and Judge, 2012). A substantial level of employee satisfaction will have a significant and beneficial effect, namely in the form of employee loyalty within the company. Conversely, if employees feel dissatisfied, it will give rise to the employee’s intention to move and look for work elsewhere (Siahaan et al., 2023; Gebregziabher et al., 2020). Studies by Suryawan et al. (2021) and Sammuel and Tanoto (2022) demonstrate that using work satisfaction as a mediating variable, transformative leadership has a negative impact on turnover intention. This implies that employing effective transformational leadership will raise job happiness among employees, and as a result, perceived job satisfaction will lower employees' intention to leave. According to studies by Willyanto et al. (2020) and Vania (2019), the work environment has a negative impact on turnover intention through job satisfaction as a mediating variable. This means that by creating a good working environment, employee job satisfaction will increase, which will simultaneously reduce employee intention to leave. In research by Ramadhani and Wulansari (2022) and Anees et al. (2021), the workload has been shown to have a positive impact on turnover intention, with job satisfaction as a mediating variable. In other words, the less an employee workload, the higher the employee's job satisfaction. This means that job satisfaction can minimize employees' intention to leave. Others by Berber et al. (2022) show that flexible work arrangements have a negative impact on turnover intention, with job satisfaction as a mediating variable. According to this study, flexible work arrangements appear to increase employee job satisfaction and potentially reduce employees' intention to leave. Based on the above explanation, the following hypothesis can be made:  

**H10:** Transformational leadership has a significant negative effect on the intention to leave through job satisfaction as a mediating variable.  

**H11:** Work environment has a negative effect on the intention to leave through job satisfaction as a mediating variable.  

**H12:** Workload has a positive effect on the intention to leave through job satisfaction as a mediating variable.  

**H13:** Flexible work arrangements have a negative effect on the intention to leave through job satisfaction as a mediating variable.
Table 1. Constructs and Indicators

<table>
<thead>
<tr>
<th>Variables</th>
<th>Indicators</th>
<th>Source</th>
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<tbody>
<tr>
<td>Transformational Leadership</td>
<td>Idealized Influence (TL1)</td>
<td>(Setiawan and Muhith, 2013)</td>
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<tr>
<td>(TL)</td>
<td>Inspiration Motivation (TL2)</td>
<td></td>
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<td></td>
<td>Intellectual Stimulation (TL3)</td>
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<td></td>
<td>Individual Consideration (TL4)</td>
<td></td>
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<tr>
<td>Work Environment</td>
<td>Lighting (WE1)</td>
<td>(Afandi, 2019; Fithri et al., 2019)</td>
</tr>
<tr>
<td>(WE)</td>
<td>Color (WE2)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Air (WE3)</td>
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<tr>
<td></td>
<td>Sound (WE4)</td>
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</tr>
<tr>
<td></td>
<td>Relations Between Colleagues (WE5)</td>
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<tr>
<td></td>
<td>Relationship With Superiors (WE6)</td>
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<tr>
<td></td>
<td>Working Time Usage (WL2)</td>
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<td></td>
<td>Goals to be achieved (WL3)</td>
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<tr>
<td>Flexible Work Arrangement (FWA)</td>
<td>Time Flexibility (FWA1)</td>
<td>(Carlson et al., 2010)</td>
</tr>
<tr>
<td></td>
<td>Schedule Flexibility (FWA2)</td>
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<td></td>
<td>Place Flexibility (FWA3)</td>
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<tr>
<td>Job Satisfaction (JS)</td>
<td>Job satisfaction with the job itself (JS1)</td>
<td>(Luthans, 2011)</td>
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<tr>
<td></td>
<td>Salary (JS2)</td>
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<td></td>
<td>Promotion (JS3)</td>
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<tr>
<td></td>
<td>Supervision (JS4)</td>
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<tr>
<td></td>
<td>Working Group (JS5)</td>
<td></td>
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<tr>
<td>Intention To Leave (ITL)</td>
<td>Intention to Quit (ITL1)</td>
<td>(Mobley et al., 1978)</td>
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<tr>
<td></td>
<td>Intention to search (ITL2)</td>
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<tr>
<td></td>
<td>Thinking of Quitting (ITL3)</td>
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METHOD
This study used quantitative data, which used a population of WHSmith employees from the millennial and z generation from Bali, Jakarta, and Makassar, totaling 299 employees. The sampling technique used non-probability sampling, namely disproportionate stratified random sampling using a 5% level using the Krejcie formula, so the number of samples used was 168 employees of the millennial and z generations at WHSmith company, which were used as samples in the research. The data collection through questionnaires uses interval data on a measurement scale using a differential semantic scale. The analysis of this study consists of descriptive analysis using the statistical application SPSS 25 and inferential analysis using SEM with the SmartPLS 4 software.

Variable Operational Definitions
This research uses four exogenous variables: transformational leadership, work environment, workload, and flexible work arrangement. One endogenous variable is the intention to leave, and job satisfaction is used as a mediating variable. Operational variables can be seen in Table 1.

RESULTS
Respondent Characteristics
Analysis of the survey data begins by knowing the descriptive characteristics of the 168 respondents, such as place, education, gender, age, position, and working period at WHSmith Company. The aim is to examine how different backgrounds may influence views on the questions (indicators) previously asked in the survey. Based on
this table, the average WHSmith employee is 71.4% in Bali. The average WHSmith final education employees is at the high school/vocational school level and dominated by male workers from the age range of 11-26 years (Gen Z), also dominated by the staff positions. The frequency of respondents working at the WHSmith Company is, on average, less than one year.

**Measurement Model Analysis or Outer Model**

According to convergent validity, results demonstrate that each constructs transformational leadership (TL), work environment (WE), Workload (WL), and flexible work arrangement (FWA). Job satisfaction (JS) and intention to leave (ITL) have a loading factor value of more than 0.7, indicating that each indicator explains the research construct well. The AVE value (TL = 0.696, WE = 0.710, WL = 0.665, FWA = 0.634, JS = 0.719, ITL = 0.660) is higher than 0.5, indicating that the variable has met convergent validity. The root of the AVE is higher than the correlation of the latent variable, indicating that the research data has met discriminant validity requirements and has been declared valid. Composite reliability value (TL = 0.901, WE = 0.936, WL = 0.855, FWA = 0.839, JS = 0.927, ITL = 0.853) and Cronbach alpha value (TL = 0.855, WE = 0.918, WL = 0.756, FWA = 0.713, JS = 0.902, ITL = 0.742) higher than 0.70, then the construct is considered reliable.

**Structural Model Analysis or Inner Model F-Square**

F-square (F2) with a criteria range of 0.35, 0.15, and 0.02 were declared as having a strong, moderate, and weak influence of an exogenous variable on an endogenous variable (Cohen, 1988). There is no strong effect size with the criteria F Square > 0.35 from the results of this study. The effect size, which is categorized as medium, namely 0.15 - 0.35, is the influence of JS on ITL (F2=0.306). The effect size which is categorized as weak, namely 0.02 - 0.15, is the influence of TL on JS (F2=0.044), the influence of WE on JS (F2=0.147), the influence of WL on JS (F2=0.095), the influence of FWA on JS (F2=0.057), the effect of WL on ITL (F2=0.058), the effect of FWA on ITL (F2=0.043).

**Table 2. Respondent Characteristics**

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Frequency</th>
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<tbody>
<tr>
<td>Place</td>
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<tr>
<td>Bali</td>
<td>120</td>
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<tr>
<td>Jakarta</td>
<td>42</td>
<td>25%</td>
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<tr>
<td>Makassar</td>
<td>6</td>
<td>3.6%</td>
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<tr>
<td>Education</td>
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<tr>
<td>SMA/SMK</td>
<td>125</td>
<td>74.4%</td>
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<tr>
<td>Diploma</td>
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<td>10.7%</td>
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<tr>
<td>Bachelor</td>
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<td>14.9%</td>
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<tr>
<td>Masters</td>
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<tr>
<td>Gender</td>
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<tr>
<td>Female</td>
<td>79</td>
<td>47%</td>
</tr>
<tr>
<td>Male</td>
<td>89</td>
<td>53%</td>
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<tr>
<td>Age</td>
<td></td>
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<tr>
<td>Gen Z (11-26 years)</td>
<td>86</td>
<td>51.2%</td>
</tr>
<tr>
<td>Gen Millennials (27-42 years)</td>
<td>82</td>
<td>48.8%</td>
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<td>Position</td>
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<tr>
<td>Staff</td>
<td>139</td>
<td>82.7%</td>
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<td>Supervisors</td>
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<td>11.3%</td>
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<td>Assistant Manager</td>
<td>5</td>
<td>3%</td>
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<tr>
<td>Manager</td>
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<td>3%</td>
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<tr>
<td>Working Period</td>
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<tr>
<td>&lt; 1 year</td>
<td>66</td>
<td>39.3%</td>
</tr>
<tr>
<td>1-3 years</td>
<td>46</td>
<td>27.4%</td>
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<tr>
<td>&lt; 3 years</td>
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<td>33.3%</td>
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Table 3. Hypothesis Testing

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<th>Original sample (O)</th>
<th>T statistics</th>
<th>P value</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>TL→ITL</td>
<td>-0.097</td>
<td>1.271</td>
<td>0.204</td>
<td>Not Supported</td>
</tr>
<tr>
<td>TL→JS</td>
<td>0.170</td>
<td>2.198</td>
<td>0.028</td>
<td>Supported</td>
</tr>
<tr>
<td>WE→ITL</td>
<td>0.108</td>
<td>1.198</td>
<td>0.233</td>
<td>Not Supported</td>
</tr>
<tr>
<td>WE→JS</td>
<td>0.331</td>
<td>3.172</td>
<td>0.002</td>
<td>Supported</td>
</tr>
<tr>
<td>WL→ITL</td>
<td>0.185</td>
<td>2.204</td>
<td>0.028</td>
<td>Supported</td>
</tr>
<tr>
<td>WL→JS</td>
<td>-0.237</td>
<td>4.153</td>
<td>0.000</td>
<td>Supported</td>
</tr>
<tr>
<td>FWA→ITL</td>
<td>-0.187</td>
<td>2.136</td>
<td>0.033</td>
<td>Supported</td>
</tr>
<tr>
<td>FWA→JS</td>
<td>0.219</td>
<td>2.247</td>
<td>0.025</td>
<td>Supported</td>
</tr>
<tr>
<td>JS→ITL</td>
<td>-0.525</td>
<td>6.503</td>
<td>0.000</td>
<td>Supported</td>
</tr>
<tr>
<td>TL→JS→ITL</td>
<td>-0.089</td>
<td>2.140</td>
<td>0.032</td>
<td>Supported</td>
</tr>
<tr>
<td>WE→JS→ITL</td>
<td>-0.174</td>
<td>2.550</td>
<td>0.011</td>
<td>Supported</td>
</tr>
<tr>
<td>WL→JS→ITL</td>
<td>0.125</td>
<td>3.530</td>
<td>0.000</td>
<td>Supported</td>
</tr>
<tr>
<td>FWA→JS→ITL</td>
<td>-0.115</td>
<td>2.134</td>
<td>0.033</td>
<td>Supported</td>
</tr>
</tbody>
</table>

R-Square

The R square ($R^2$) values ranging from 0.19, 0.33, and 0.67 are defined as low, moderate, and high measures of the ability of a research model (Duryadi, 2021). The R-squared value obtained for the job satisfaction construct is 0.510. This value explains that the joint influence of transformational leadership, work environment, workload, and flexible work arrangements on job satisfaction is 51% (moderate influence). Then, the R-Square value for the intention to leave construct is 0.559. This result means that the percentage of intention to leave can be explained by the constructs of the transformational leadership, work environment, workload, flexible work arrangements, and job satisfaction at 55.9% (moderate influence).

Q-Square

According to (2021), a $Q^2 > 0$ indicates a high observation level. Conversely, a $Q^2 < 0$ shows a poor level of observation. The intention to leave construct is 0.365, and the job satisfaction construct is 0.464, indicating high and good predictive significance, respectively.

Model Fit

The SRMR and NFI values show the results of the model Fit. The SMSR value needs to be less than 0.08 for the model to satisfy the model fit requirements (Henseler et al., 2016). NFI SMART PLS website states that the score range is 0 to 1, with the model generated being better if it is closer to 1. NFI value is 0.809, which is closer to 1, and the SRMR value of 0.057 < 0.08; this indicates that the data explains the entire model.

Hypothesis testing result, show that the effect of TL on ITL is -0.097 with p-value of 0.204 > 0.05 and a t-statistic of 1.271 < 1.96, so H1 is rejected, which means there is no significant influence. The effect of TL on JS is 0.170 with a p-value of 0.028 < 0.05 and t-statistic of 2.198 > 1.96, so H2 is accepted, which means it has a positive and significant effect. The influence of WE on ITL is 0.108 with a p-value of 0.233 > 0.05 and t-statistic of 1.193 < 1.96, so that H3 is rejected, which means there is no significant influence. The effect of WE on JS is 0.331 with a p-value of 0.002 < 0.05 and t-statistic of 3.172 > 1.96, so H4 is accepted, which means it has a positive and significant effect. The effect of WL on ITL is 0.185 with a p-value of 0.028 < 0.05 and a t-statistic of 2.204 > 1.96, so H5 is accepted, which means it has a positive and significant effect. The effect of WL on JS is -0.237 with a p-value of 0.000 < 0.05 and a t-statistic of 4.153 > 1.96, so H6 is accepted, which means it has a negative and signifi-
cant effect. The effect of FWA on ITL is -0.187 with a p-value of 0.033 < 0.05 and a t-statistic of 2.136 > 1.96, so H7 is accepted, which means it has a negative and significant effect. The effect of FWA on JS is 0.219 with a p-value of 0.025 < 0.05 and a t-statistic of 2.247 > 1.96, so H8 is accepted, which means it has a positive and significant effect. The effect of JS on ITL is -0.525 with a p-value of 0.000 < 0.05 and a t-statistic of 6.503 > 1.96, so H9 is accepted, which means it has a negative and significant effect. The effect of TL on ITL through JS of -0.089 with a p-value of 0.032 < 0.05 and a t-statistic of 2.140 > 1.96, so H10 is accepted, which means TL has a negative effect on ITL through JS as a mediating variable. The effect of WE on ITL through JS of -0.174 with p-value 0.011 < 0.05 and t-statistic 2.550 > 1.96, so H11 is accepted, which means that WE has a negative effect on ITL through JS as a mediating variable.

Multigroup Analysis (MGA)

Referring to Table 4, p-value (millennial and generation), using a significance level of 5%, the result is the effect of TL on ITL (β = -0.398; p = 0.003 < 0.05), which means there is a significant difference influence of TL on ITL between the millennial and z generations. The effect of TL on JS (β = 0.158; p = 0.384 > 0.05) means there is no significant difference in the influence of TL on JS between the millennial and z generations. The effect of WE on ITL (β = -0.281; p = 0.061 > 0.05) means there is no significant difference in the influence of WE on ITL between the millennial and z generations. The effect of WE on JS (β = -0.000; p = 0.981 > 0.05) means there is no significant difference in the influence of WE on JS between the millennial and z generations. The effect of WL on ITL (β = -0.733; p = 0.000 < 0.05), which means there is a significant difference in the influence of WL on ITL between the millennial and z generations.

Table 4. Multigroup Analysis Test

<table>
<thead>
<tr>
<th>Variable</th>
<th>Original (Millennial)</th>
<th>Original (Z)</th>
<th>Difference (Millennial-Z)</th>
<th>P value (Millennial and Z Generation)</th>
<th>Significant (Millennial and Z Generation)</th>
</tr>
</thead>
<tbody>
<tr>
<td>TL→ITL</td>
<td>-0.383</td>
<td>0.015</td>
<td>-0.398</td>
<td>0.003</td>
<td>Yes</td>
</tr>
<tr>
<td>TL→JS</td>
<td>0.292</td>
<td>0.134</td>
<td>0.158</td>
<td>0.384</td>
<td>No</td>
</tr>
<tr>
<td>WE→ITL</td>
<td>-0.125</td>
<td>0.156</td>
<td>-0.281</td>
<td>0.061</td>
<td>No</td>
</tr>
<tr>
<td>WE→JS</td>
<td>0.336</td>
<td>0.336</td>
<td>-0.000</td>
<td>0.981</td>
<td>No</td>
</tr>
<tr>
<td>WL→ITL</td>
<td>-0.303</td>
<td>0.430</td>
<td>-0.733</td>
<td>0.000</td>
<td>Yes</td>
</tr>
<tr>
<td>WL→JS</td>
<td>-0.156</td>
<td>-0.301</td>
<td>0.145</td>
<td>0.247</td>
<td>No</td>
</tr>
<tr>
<td>FWA→ITL</td>
<td>-0.311</td>
<td>-0.088</td>
<td>-0.224</td>
<td>0.081</td>
<td>No</td>
</tr>
<tr>
<td>FWA→JS</td>
<td>0.104</td>
<td>0.295</td>
<td>-0.191</td>
<td>0.333</td>
<td>No</td>
</tr>
<tr>
<td>JS→ITL</td>
<td>-0.462</td>
<td>-0.505</td>
<td>0.042</td>
<td>0.756</td>
<td>No</td>
</tr>
<tr>
<td>TL→JS→ITL</td>
<td>-0.135</td>
<td>-0.068</td>
<td>-0.067</td>
<td>0.402</td>
<td>No</td>
</tr>
<tr>
<td>WE→JS→ITL</td>
<td>-0.155</td>
<td>-0.170</td>
<td>0.014</td>
<td>0.919</td>
<td>No</td>
</tr>
<tr>
<td>WL→JS→ITL</td>
<td>0.072</td>
<td>0.152</td>
<td>-0.080</td>
<td>0.241</td>
<td>No</td>
</tr>
<tr>
<td>FWA→JS→ITL</td>
<td>-0.048</td>
<td>-0.149</td>
<td>0.101</td>
<td>0.314</td>
<td>No</td>
</tr>
</tbody>
</table>
The effect of FWA on JS (β = -0.191; p = 0.333 > 0.05), which means there is no significant difference influence of FWA on JS between the millennial and z generations. The effect of JS on ITL (β = 0.042; p = 0.756 > 0.05) means there is no significant difference in the influence of JS on ITL between the millennial and z generations. The effect of TL on ITL through JS (β = -0.067; p = 0.402 > 0.05), which means there is no significant difference influence of TL on ITL as a mediating variable between the millennial and z generations. The effect of WE on ITL through JS (β = 0.014; p = 0.919 > 0.05), which means there is no significant difference influence of WE on ITL through JS as a mediating variable between the millennial and z generations. The effect of WL on ITL through JS (β = -0.080; p = 0.241 > 0.05), which means there is no significant difference influence of WL on ITL through JS as a mediating variable between the millennial and z generations. The effect of FWA on ITL through JS (β = 0.101; p = 0.314 > 0.05) means there is no significant difference in influence of FWA on ITL through JS as a mediating variable between the millennial and z generations.

**DISCUSSION**

**Transformational Leadership and Intention To Leave**

The results of this test show that transformational leadership does not have a significant effect on intention to leave. This is because, in this study, job satisfaction is the most significant influence on WHSmith employees’ intention to leave. Job satisfaction described in this research is job satisfaction with the job itself, satisfaction with the salary received by WHSmith employees, satisfaction with promotions given to WHSmith employees and work supervision, and job satisfaction with the workgroup. If employees feel satisfied with their work, then the perception of transformational leadership is not the main reason for WHSmith employees to leave the company. This finding is in line with Utami and Aima (2021), who researched transformational leadership on the turnover intention at TPA Company (PT XYZ), which states that transformational leadership has no effect on turnover intention and (Rindu et al., 2020) research about the relationship between transformational leadership, and turnover intentions of a nurse at a private hospital in Indonesia confirm that transformational leadership has no effect on turnover intention. These findings indicate that transformational leadership is not the main reason employees choose to leave their companies or that employees do not see transformational leadership as an essential factor in turnover intention.

**Transformational Leadership and Job Satisfaction**

The results of this test show that transformational leadership has a positive and significant effect on job satisfaction. Based on Prabowo et al. (2018), transformational leadership has a very important role in increasing employee job satisfaction. The positive behavior of transformational leaders will have a direct impact on perceptions of employee satisfaction. In other words, if WHSmith employees feel that leaders behave positively, such as by inspiring, motivating, and providing attention and guidance, the level of WHSmith employee job satisfaction will increase. This means that the better the transformational leadership style in the WHSmith Company, the more WHSmith employee job satisfaction will increase. This finding is in line with Khan et al. (2020), which states transformational leadership behavior has a positive influence on the banking sector’s employee satisfaction, meaning that the application of transformational leadership leads to a high level of job satisfaction, especially in the UAE banking sector, it is essential for leaders to have highly satisfied employees that allow the organization to perform effectively in a competitive dynamic environment such as the UAE. This research, consistent with Rismayadi (2022), also demonstrated a significant positive influence between transformational leadership and employee jobs at Pangandaran Hotel and Resort.

**Work Environment and Intention To Leave**

The results of this research concluded that the work environment does not have a significant influence on intention to leave. In this research, it was revealed that the majority of employees were male, indicating that the work environment had no effect on employees’ intention to leave. This could be due to a lack of concern and attention to the conditions of the surrounding work environment, both physical and non-physical so that the work
environment at the WHSmith Company cannot influence the intention to leave WHSmith employees. This research indicates that the preferences and priorities of WHSmith employees in working, as seen from the path coefficients, flexible work arrangement, and job satisfaction, have a dominant influence on intention to leave, which are 0.187 and 0.525. This makes WHSmith employees feel that the company can implement flexible work arrangements, which is good and provides job satisfaction to its employees, then perceptions related to the work environment are not the main consideration in the intention to leave for WHSmith employees. These findings correspond with studies conducted by Venisa and Sunardi (2020), who found that the work environment does not directly influence turnover intention at PT Bank Central Asia Tbk Regional Office 1 in Bandung City and (Syafifuddin and Arifin, 2020) state that the work environment has no effect on turnover intention on CV Bagaskara Galih Perkasa employees. If the work environment is good or bad, it doesn't affect the level of employee turnover intention. On the other hand, it can be interpreted as a high or low turnover intention that cannot be said because of the influences of the work environment, or, more likely, it is caused by factors outside the work environment.

**Work Environment and Job Satisfaction**

The results of this test show that the work environment has a positive and significant effect on job satisfaction. This means that if the conditions and circumstances of the company’s work environment are healthy and the relationship between colleagues and superiors is well established at the WHSmith Company, it will provide positive results, encouraging employee job satisfaction. In other words, the better or healthier the work environment in the WHSmith Company, the more WHSmith employee job satisfaction will increase. These findings correspond with studies conducted by Anasi (2020), which found a positive significant relationship between perceived work environment and job satisfaction. This suggests that if the work environment is adequately handled, there will be increased job satisfaction among librarians in public university libraries in South-West Nigeria. Similarly, Ingsih et al. (2021) research which states that companies must consider adequate work environment conditions for their employees. If employees are satisfied with the existing work environment conditions, the job satisfaction of furniture factory workers in the city of Semarang will increase.

**Workload and Intention To Leave**

The results of this test show that workload has a positive and significant effect on intention to leave. This concept corresponds with studies conducted by Wibowo et al. (2021), who stated that if the company cannot manage and control the workload, it will make very vulnerable workers feel physical and psychological pressure, indirectly impacting their decision to leave their jobs. This means that with a heavy workload, the intention to leave will increase among employees in the WHSmith Company. This means that if the WHSmith Company provides too much work, resulting in excessive time in carrying out the assigned tasks, this will give rise to an intention to leave the WHSmith Company. This finding is in line with Nainggolan and Gunawan (2021), who found workload has a significant positive effect on the turnover intention at PT Cemerlang Lestari in Balikpapan. and (Junaidi et al., 2020), which shows that workload has a significant positive effect on turnover intention. It revealed that too much workload causes an increase in turnover intention at PT Ungaran Sari Garment in the sewing department. In order to decrease employee intention to leave, the management of PT. Ungaran Sari Garment should hire more workers in the sewing department so that overtime can be reduced without exceeding the delivery time determined by the buyer.

**Workload and Job Satisfaction**

The results of this test show that workload has a negative and significant effect on job satisfaction. According to Sari and Rahyuda (2019), when someone carries a workload that is too heavy, it will trigger stress, which can result in a decrease in job satisfaction. With a heavy workload, such as tasks outside the job desk assigned, it will cause pressure on the employee, so this will have a negative impact on WHSmith employees, namely employee dissatisfaction with their work. In other words, an increase in workload at the WHSmith Company will reduce the level of satisfaction of WHSmith employees. This finding is in line
with Manalu and Lubis (2022) which show that there is a significant negative influence between workload on employee job satisfaction of District II Serdang PTPN III Similarly (Auriantika and Perdhana, 2023) state that there is a significant negative influence between workload on employee job satisfaction at Benkel Mobil Nasmoco Pemuda employees.

Flexible Work Arrangement and Intention To Leave
The results of this test show that flexible work arrangement have a negative and significant effect on intention to leave. This research shows that WHSmith employees pay the most attention to schedule flexibility and work flexibility. This means that with the work flexibility implemented by the WHSmith Company, especially in schedule flexibility, employees can balance demands related to work and personal demands so that employees can manage their time well, which can reduce the level of intention to leave WHSmith employees within the company. This means that the more flexible the work arrangement at the WHSmith Company, the lower the level of intention to leave for WHSmith Company employees. This finding is in line with Gašic and Berber (2023) which observed that there is a significant negative influence of flexible work arrangements on turnover intention of highly educated employees from service sector organizations that operate in the Republic of Serbia and Windia et al. (2020), which show that flexible work arrangement had the strongest relationship and impact on turnover intention among female auditors in Jakarta. Through the availability of flexible work arrangements, female auditors will feel that the organization cares about them and their ability to balance work-related and non-work-related demands, which will increase job satisfaction among female auditor employees in Jakarta.

Flexible Work Arrangement and Job Satisfaction
The results of this test show that flexible work arrangements have a positive and significant effect on job satisfaction. By implementing flexible work arrangements within the WHSmith Company, workers can balance their time between work and personal matters, which can make employees feel happy, thereby encouraging and increasing the job satisfaction of WHSmith employees. In other words, the more flexible the work arrangement in the WHSmith Company, such as flexibility in time, place, and work schedule, the more job satisfaction will increase for employees in the WHSmith Company. This finding is in line with Rehman and Siddiqui (2019), which show that there is a significant positive influence of flexible work arrangements on job satisfaction of public universities’ employees, Karachi Pakistan and Rahman (2019) found that female teachers of multiple private universities in the three major cities of Bangladesh are more satisfied if they employed based their employment decisions on the dimensions of flexible work arrangement that promote a better work-life balance.

Job Satisfaction and Intention To Leave
The results of this test show that job satisfaction has a positive and significant effect on intention to leave. According to Luthans (2011), the primary source of job satisfaction is the job itself. Therefore, if WHSmith employees feel satisfied with their work, their level of intention to leave the company will be reduced. In other words, high employee job satisfaction will reduce the level of intention to leave among employees in the WHSmith Company. This finding aligns with Lin and Huang (2020), who found a significant negative influence between job satisfaction and employee turnover intention in Taiwan's two merged branches of a telecommunications company. Similarly, research by Aprillianti et al. (2023) also demonstrated a significant negative influence between job satisfaction and employee turnover intention in the sewing department of Garment X Company.

Relationship between Transformational Leadership and Intention to Leave through Job Satisfaction as a Mediating Variable
The results of this test reveal that there is an indirect effect. This shows that perceived transformational leadership has a significant negative effect on the intention to leave through job satisfaction. This means that the better the leader applies a transformational leadership style, such as providing guidance, motivating, and inspiring employees, the more employee job satisfaction at the WHSmith company will increase with high job
satisfaction, and employees will not think about leaving their workplace. These findings correspond with studies conducted by Suryawan et al. (2021), who found that transformational leadership has a negative effect on turnover intention through job satisfaction as a mediating variable on employees at PT. Aerofood Indonesia Denpasar unit and Sammuel and Tanoto (2022) also demonstrated that transformational leadership has a negative effect on turnover intention through job satisfaction as a mediating variable on employees of SMEs in the food and beverage sector in Blora district.

**Relationship between Work Environment and Intention to Leave through Job Satisfaction as a Mediating Variable**

The results of this test reveal that there is an indirect effect. This shows that the perceived work environment has a significant negative effect on intention to leave through job satisfaction. This means that the better and healthier the work environment at the WHSmith Company, both physical and non-physical work environments, will further increase employee job satisfaction, which can significantly reduce the intention to leave WHSmith Company employees. These findings correspond with studies conducted by Wiliyanto et al. (2020), which show that the work environment has a negative effect on turnover intention through job satisfaction as a mediating variable on employees at PT. TSA (Bread Talk) in Jakarta and Vania (2019) also demonstrated that the work environment has a negative effect on turnover intention through job satisfaction as a mediating variable on employees at PT Podo Mekar Jaya Sentosa.

**Relationship between Workload and Intention to Leave through Job Satisfaction as a Mediating Variable**

The results of this test reveal that there is an indirect effect. This shows that perceived workload significantly influences the intention to leave through job satisfaction. This means that if the workload felt by employees is high, such as workers' conditions that are not well organized, where employees are given excessive work that causes overtime work, then this will cause pressure on employees, causing employee dissatisfaction at work if employees feel dissatisfied with their work. It will have an impact on increasing the intention to leave among WHSmith employees. These findings correspond with studies conducted by Anees et al. (2021), who found that workload has a positive effect on turnover intention through job satisfaction as a mediating variable of academics and management personnel from four private universities in Malaysia and Ramadhani and Wulansari (2022), which shows that workload has a positive effect on turnover intention through job satisfaction as a mediating variable the non-civil servant health worker psychiatric hospital Dr. Amino Gondo-hutomo.

**Relationship between Flexible Work Arrangement and Intention to Leave through Job Satisfaction as a Mediating Variable**

The results of this test reveal that there is an indirect effect. This shows that flexible work arrangements have a significant negative effect on the intention to leave through job satisfaction. This means that the better the company can implement flexible work arrangements such as time, schedule, and workplace, the more it can increase employee job satisfaction because WHSmith employees can divide and balance work time and personal time so that employee job satisfaction can significantly reduce the intention to leave WHSmith Company employees. These findings correspond with studies conducted by (Berber et al., 2022), which show that flexible work arrangements have a negative effect on turnover intention through job satisfaction as a mediating variable of employees from organizations in Serbia. These findings indicate that in the context of the COVID-19 pandemic, implementing flexible work arrangements increases job satisfaction and decreases turnover intentions, giving businesses the opportunity to retain their best workers and create a modern workplace that will allow employees to have more opportunities and greater safety in the modern business environment.

**Multigroup Analysis**

The results of the multigroup analysis showed that there is no different influence of work environment, flexible work arrangement, or job satisfaction on intention to leave between millennials and z generation, and there is no different influence of transformational leadership, work envi-
environment, workload, flexible work arrangements on job satisfaction between millennials and z generation. Also, there is no different influence of transformational leadership, work environment, workload, and flexible work arrangements on intention to leave through job satisfaction as a mediating variable between millennials and the z generation. Meanwhile, transformational leadership has a different influence on the intention to leave between millennials and the z generation. This is supported by the coefficient values for the millennial generation of -0.383 and generation z of 0.015. This value indicates that transformational leadership has a negative effect on the intention to leave in the millennial generation, which means that the better the implementation of transformational leadership, the lower the intention to leave among millennials and the z generation. This is because Generation Z has just entered the world of work compared to millennials. Therefore, Generation Z is not familiar with the differences in leadership in the workplace, so Generation Z has not experienced various transformational leadership behaviors such as providing ideas, inspiring, motivating, problem-solving, and attention and guidance. There is also a different influence of workload on intention to leave between millennials and z generation. This is supported by the coefficient values for the millennial generation of -0.303 and generation z of 0.430. This value indicates that workload has a negative effect on the intention to leave in the millennial generation, which means that the greater the workload, the lower the level of intention to leave among employees in the millennial generation. If the workload felt by the millennial generation is high, such as working conditions, excessive working hours, and work targets that do not match the volume of work, this will reduce the level of intention to leave. Meanwhile, workload has a positive effect on the intention to leave in Generation Z, which means that the greater the workload, the greater the intention to leave among employees in Generation Z. This means that Generation Z pays more attention to workload, such as working conditions, working hours, and job targets at work. Excessive workload can cause stress in employees, which causes an increase in intentions to leave (Sari and Rahyuda, 2019). This difference occurs because there are differences in the characteristics of the millennial and z generations at work. Generation Z is more likely to feel stress due to work or career problems compared to the millennial generation (Databoks, 2022), so the workload is more influential on Generation Z than on the millennial generation.

IMPLICATIONS

Theoretically, this research contributes by developing a research model that includes several variables such as transformational leadership, work environment, workload, flexible work arrangements, job satisfaction, and intention to leave. This can fill knowledge gaps in the literature and add references to develop knowledge about the intention to leave. Practically, this research contributes to being used as a reference for the WHSmith company regarding the causes of intention to leave in the millennials and z generations of a company so that the company can anticipate these factors and can be used for decision-making within a company and is expected to be able to help solve problems that occur within the company related to the field of human resources (HR) management so that the company can have loyal employees in the future.

RECOMMENDATIONS

Companies can lower the percentage of employees who have the intention to leave by implementing work flexibility and paying attention to employee workloads. This will increase employee job satisfaction and encourage employees to stay with the company. Meanwhile, increasing job satisfaction can be achieved by implementing leadership that can provide encouragement and support to employees, create a comfortable and healthy environment, provide flexible work, and not overload employees with tasks beyond their job descriptions. Apart from that, future researchers who will research employee intention to leave are ex-
pected to conduct research on a different scope and use a larger and more representative sample to make the research results more accurate.

Several limitations of this research can be taken into consideration when conducting further research, including the fact that this research cannot be generalized and the results can only describe the conditions in the sample used in the research. Future research can be expanded further by using samples of all generations or other companies that have high turnover rates and can consider adding other variables. This will help expand understanding of the factors that cause employee intention to leave.

CONCLUSIONS
Transformational leadership has no significant effect on the intention to leave. This means that implementing transformational leadership at WHSmith has no role in reducing employee intention to leave. Transformational leadership has a positive and significant effect on job satisfaction. This means that the implementation of transformational leadership is able to increase job satisfaction among WHSmith employees. The work environment has no significant effect on the intention to leave. This means that the work environment at WHSmith has no role in reducing employee intention to leave. The work environment has a positive and significant effect on job satisfaction. This means that a better work environment will increase job satisfaction among WHSmith employees. Workload has a positive and significant effect on the intention to leave. It shows that an increased workload will increase WHSmith employee's intention to leave. Workload has a significant negative effect on job satisfaction. It shows that if WHSmith gives an employee an excessive workload, it will reduce employee satisfaction at work. Flexible work arrangements have a negative and significant effect on the intention to leave. It shows that better flexibility at work will reduce WHSmith employees' intention to leave. Flexible work arrangements have a positive and significant effect on job satisfaction. This means that the implementation of the flexible work arrangement is able to increase WHSmith Employees' job satisfaction in WHSmith Employees. Job satisfaction has a significant negative effect on intention to leave. It shows that when employees feel satisfied at work, it will be followed by reducing WHSmith employees' intention to leave. Transformational leadership has a negative effect on the intention to leave through job satisfaction as a mediating variable. It shows that if the implementation of transformational leadership is good and proper, it will reduce the intention to leave if supported by employees' job satisfaction at WHSmith. The work environment has a negative effect on the intention to leave through job satisfaction as a mediating variable. It shows that if the company is able to implement a healthy work environment. It will reduce the intention to leave if supported by the job satisfaction of employees at WHSmith, workload has a positive and significant effect on intention to leave through job satisfaction as a mediating variable. It shows that if WHSmith gives less workload, it will reduce intention to leave if supported by job satisfaction of employees of WHSmith. Flexible work arrangement has a negative effect on the intention to leave through job satisfaction as a mediating variable. It shows that better implementation flexibility at work will reduce the intention to leave if supported by the job satisfaction of employees at WHSmith. In addition, analysis of multigroup results states that the direct influence of work environment, flexible work arrangement, job satisfaction on intention to leave, transformational leadership, work environment, workload, flexible work arrangements on job satisfaction and the indirect influence of transformational leadership, work environment, workload, flexible work arrangement on intention to leave through job satisfaction as a mediating variable do not have significant differences in results between the millennial and z generations. This means that either millennial or z generations do not have a different view of this influence. Meanwhile, the influence of transformational leadership and workload on intention to leave there is a significant difference in results between the millennial and z generations. This means that the millennial and z generations have different views on transformational leadership and workload on intention to leave in the WHSmith company.

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