

Realities and expectations of young Indonesian workers in offshore oil and gas industry

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Abstract

Purpose: This study aims to explore the gap between work expectations and actual workplace realities from the perspective of young Indonesian workers in the offshore oil and gas industry, focusing on how such discrepancies affect job satisfaction, psychological well-being, and organizational loyalty.

Research Methodology: An exploratory qualitative approach was employed, involving semi-structured in-depth interviews with 15 offshore workers aged 22–35, located in Natuna and the Java Sea. The data were analyzed using thematic analysis framework, which enabled systematic identification of recurring themes related to expectations, psychological stress, and retention.

Results: Findings reveal that young workers' expectations are shaped by media portrayals and institutional narratives that glamorize offshore work. However, the realities long shifts, isolation, and psychological strain often lead to disillusionment. Many participants experienced cognitive dissonance, reduced job satisfaction, and a strong intention to resign. The study also uncovered a psychological entrapment phenomenon, where workers remained not out of satisfaction but due to a lack of viable alternatives.

Conclusions: The Expectation-Disconfirmation Theory and Psychological Contract Theory effectively explain the disconnect between expectations and job experiences. In offshore contexts, misalignment can significantly impact worker loyalty and mental health.

Limitations: The study is limited in sample size (15 participants) and geographic scope (Natuna and Java Sea). It also lacks managerial or HR perspectives, restricting organizational-level analysis.

Contribution: This study offers practical implications for HR management in high-risk industries, emphasizing realistic recruitment, mental preparedness, and integrated psychological support. It also contributes novel insights into the concept of psychological entrapment in early-career professionals.

Keywords: *Job Expectations, Job Satisfaction, Offshore Oil and Gas, Organizational Loyalty, Psychological Entrapment, Thematic Analysis, Young Workers*

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1. Introduction

The offshore oil and gas (oil and gas) industry has long been the backbone of the Indonesian economy. With widespread energy reserves in national waters, this sector meets domestic energy needs and contributes to state revenues through exports and non-tax state revenues (Christanto, Sutresno, Mavish, Singgalen, & Dewi, 2022). According to the Special Task Force for Upstream Oil and Gas Business Activities (SKK Migas), Indonesia's oil and gas production in 2023 reached 591,000 barrels of oil per day (BOPD) and 5,852 million standard cubic feet of gas per day (MMSCFD), respectively. Offshore

operations in areas such as the Natuna Sea and Java Sea contributed to the majority of these outputs, underscoring the strategic importance of offshore workforce performance. In addition to its role in energy security, the oil and gas industry strongly appeals to the younger generation, especially engineering and vocational graduates. For many young people, working in the oil and gas sector, especially offshore, is perceived as a symbol of success, professionalism, and prestige because of the high compensation, multinational work environment, and global career development opportunities ([Ainunsari, 2024](#)).

However, the reality on the ground does not always match these expectations. In recent years, there has been a noticeable increase in the resignation rates of young offshore workers, particularly fresh graduates. [Muchtadin \(2022\)](#) linked work fatigue to turnover intentions among this demographic. This growing trend points to a mismatch between initial career expectations and the actual work environment, raising critical concerns about the effectiveness of current HR management strategies in addressing generational dynamics ([Acheampong, 2021](#)).

Work expectations among young employees are often shaped by glamorized narratives from the media, educational institutions, and peers. However, the offshore environment is characterized by physical exhaustion, psychological stress, and social isolation. This expectation-reality gap leads to psychological dissonance, decreased job satisfaction, and weakened organizational loyalty ([Mosca & Merkle, 2024](#)). In high-pressure environments, cognitive dissonance theory explains how unmet expectations can intensify dissatisfaction and drive intention to quit, especially when coupled with a lack of job control and psychological support ([Karanika-Murray, Michaelides, & Wood, 2017](#)).

Millennials and Gen Z have distinct work values that prioritize flexibility, work-life balance, and meaningful contributions. These values increasingly shape their benchmarks for job satisfaction and commitment ([Tran, Nguyen, & Nguyen, 2025](#)). Unfortunately, the offshore work system, with its rigid schedule, isolation, and high risk, often falls short of accommodating these preferences ([Nigoti, David, Singh, Jain, & Kulkarni, 2025](#)). Consequently, many young workers experience stress, burnout, and resignation from their roles ([Weeraratne et al., 2023](#)). This reinforces the urgency for more adaptive and contextualized HR strategies in high-risk sectors such as offshore energy ([Wibowo, Sosilowati, & Setiyawan, 2024](#)).

[Adedeji et al. \(2023\)](#); [Zhou, Soo, and Aziz \(2024\)](#) further highlight the psychological toll of unmet expectations and the need for proactive mental health and engagement strategies to retain young workers. High turnover poses operational risks, increases recruitment costs, and threatens the continuity of the field's expertise. Therefore, mapping expectation alignment and building psychological readiness from the outset are essential ([Wibowo et al., 2024](#)). Unfortunately, many oil and gas firms operating in remote areas do not integrate mental health services or stress management as core components of their HR policies. Likewise, educational institutions fail to provide students with a realistic view of offshore workplaces. Curricula are mostly focused on technical readiness, lacking content on soft skills and mental preparedness ([Yono, Slamet, Sugiharto, & Suwito, 2020](#)). This informational and psychological gap hinders transition into the professional world and increases the risk of premature resignations ([Greve, Saaby, Rosdahl, & Christensen, 2021](#)). Over time, turnover disrupts operational continuity and knowledge transfer ([Anusha & Rajesh, 2024](#)).

While prior studies have discussed worker safety and well-being in general terms, few have directly explored the subjective experiences of young Indonesian offshore workers, particularly regarding expectation-reality mismatches. Against this background, this study explores how young workers form job expectations, how they perceive and cope with workplace realities, and how these affect their psychological well-being, satisfaction, and intention to stay. This study adopts an exploratory qualitative approach to uncover in-depth narratives and lived experiences. The findings are expected to offer both theoretical and practical insights for HR development, especially in recruitment, onboarding, and mental resilience strategies in Indonesia's offshore oil and gas sector.

2. Literature Review

Research related to work expectations and realities has been widely conducted, both internationally and nationally. Studies such as [Amin, Rachid, Salah, Mohammed, and Mebarek \(2024\)](#); [Saleh and Shahidan \(2023\)](#); [Wu, Shen, Liu, and Zheng \(2019\)](#) provide significant insights into work stress, field perceptions, and their impact on organizational loyalty. In Indonesia, [Napitupulu and Widanarko \(2024\)](#) and [Wardhana et al. \(2024\)](#) emphasized the importance of interpersonal communication and psychological readiness in offshore work adaptation. Additional studies in the Indonesian context further highlight these concerns. For example, [Kashfitanto and Febriansyah \(2023\)](#) found that unrealistic career expectations among young Indonesian professionals were correlated with emotional exhaustion and early turnover. [Prabowo \(2014\)](#) highlighted how the mismatch between campus-based training and industrial reality leads to post-entry work stress. Similarly, [Aulia, Daud, and Marumpe \(2025\)](#) emphasized the role of perceived organizational support and mental resilience in improving the retention of early career workers in high-risk sectors. These findings demonstrate the urgent need for psychological and institutional alignment between educational preparation and offshore-field demands.

However, despite these contributions, few studies have explicitly explored the subjective lived experiences of young Indonesian offshore oil and gas workers. Therefore, this study addresses this gap by employing an exploratory qualitative approach through in-depth interviews with 15 young offshore workers in Indonesia. To guide this research, the following research questions were proposed:

1. How do young Indonesian offshore workers form their initial job expectations?
2. What discrepancies do they experience between their expectations and actual working conditions in the field?
3. How do these discrepancies affect psychological well-being, job satisfaction, and intention to remain or resign?
4. What roles do educational institutions and company onboarding processes play in shaping and managing these expectations?
5. What coping strategies and organizational support facilitate better adaptation to offshore work environments?

Based on these questions, the following exploratory hypotheses are proposed.

1. H1: Mismatch between work expectations and field realities harms psychological well-being.
2. H2: Unrealistic onboarding processes and recruitment communication increase resignation intentions.
3. H3: Young workers with access to soft skills training and psychological support can adapt better to offshore conditions.

A recent study by [Vries and Knies \(2023\)](#) emphasized how companies in high-risk industries must align employee expectations with actual job realities using Expectation Disconfirmation Theory (EDT). [Carraher-Wolverton \(2022\)](#) also reinforced the importance of realistic job previews in a post-pandemic environment under the EDT framework. [Malviya \(2022\)](#) noted that psychological contract violations significantly impact employee loyalty and motivation. [Bharadwaj and Yameen \(2021\)](#) demonstrated the mediating role of organizational identification and employer branding in retention intentions, reaffirming the relevance of Psychological Contract Theory (PCT) in contemporary HR strategies. [Ohana and Fortin \(2024\)](#) found that unrealistic work expectations can intensify perceptions of workplace injustice, thereby reducing psychological well-being. By integrating international theoretical frameworks with Indonesia-specific empirical findings, this study contributes to a more contextualized understanding of how expectation-reality mismatches affect young offshore workers in Indonesia's oil and gas sector.

3. Methodology

This study employed a qualitative approach with an exploratory descriptive study design. This approach was selected because the primary objective was to understand the subjective experiences and perceptions of young Indonesian workers regarding the gap between job expectations and actual work realities in the offshore oil and gas sector. Exploratory qualitative studies are suitable for answering

complex “why” and “how” questions, particularly in under-researched contexts ([Lahiri, 2023](#)). The primary data source for this research was young Indonesian workers employed in offshore oil and gas operations. Data were collected through semi-structured, in-depth interviews with 15 participants selected using purposive sampling. The sample size of 15 participants was justified based on the principle of data saturation, where additional interviews no longer yielded new information or insights. This number is also considered appropriate for thematic analysis and ensures adequate depth and diversity in personal experiences. The participant criteria included:

1. Aged between 22–35 years
2. Having a minimum of 6 months’ experience on offshore platforms
3. Willingness to share personal work experiences voluntarily

Participants were located across operational areas in the Natuna Sea and Java Sea, as well as in online settings (for those on work rotations). Interviews were conducted both in person and via online platforms (Zoom/Google Meet), with sessions lasting 45–60 minutes on average. The interview questions were organized into 14 key themes.

- 1) Initial expectation,
- 2) Source of expectations,
- 3) Work reality,
- 4) Mental pressure,
- 5) Compensation vs pressure,
- 6) Job satisfaction,
- 7) Motivation to survive,
- 8) Intention to move/resign,
- 9) Career development,
- 10) Expectations for management,
- 11) Mobility preferences,
- 12) Expectation-reality gap,
- 13) Role of educational institutions,
- 14) Desire to remain.

All interviews were recorded and transcribed verbatim for further analysis.

Data were analyzed using a thematic analysis framework, which involved open coding, theme generation, and interpretation of meaning. Thematic coding was assisted by NVivo software to systematically organize and identify patterns in the qualitative data. To ensure research quality and trustworthiness, data triangulation (across interviews, observations, and relevant documents), member checking, and researcher reflexivity were applied throughout the research process. Regarding ethical considerations, all participants were:

1. Provided with informed consent forms prior to the interviews
2. Guaranteed anonymity and confidentiality
3. Given the freedom to decline or withdraw from the study at any stage without consequence

This ethical protocol was followed to ensure participant protection and compliance with the qualitative research standards.

4. Results and Discussion

Interview results with 15 young workers in the offshore oil and gas sector reveal a consistent pattern of expectations before they enter the field. Most respondents admitted to having high expectations regarding financial benefits, a modern lifestyle, and a professional work environment, which is often displayed through social media or institutional promotions. As many as 14 out of 15 respondents formed their perceptions of the offshore work world based on stories from friends and media portrayals, rather than official training or information provided by educational institutions. As a result, these expectations tend to be unrealistic and overly idealistic. They imagine working in organized, safe, and dynamic conditions, similar to the image of multinational oil and gas companies built by the public. However, the reality of working in the field is often far from such expectations. High initial expectations impact psychological disappointment when young workers face the reality of demanding, stressful, and

isolating work. The gap between expectations and reality reduces motivation and loyalty to the organization. This phenomenon highlights the need for honest and transparent communication during the recruitment process so that prospective workers' expectations can be realistically adjusted to the actual conditions in the field.

Most respondents (12 out of 15) stated that they formed their expectations about work based on unofficial information, such as stories from friends, social media posts, or incomplete campus promotions. Only a few obtained direct information through training or orientation provided by companies or professional institutions. This led to biased and inaccurate assumptions regarding offshore working conditions. Social media has played a major role in shaping expectations of luxurious facilities, flexible work rotations, and international work environments. As a result, when the reality of work shows physical stress, social isolation, and minimal access to communication, significant cognitive dissonance is observed. The minimal role of educational institutions in providing a realistic picture is a major concern. Collaboration is needed between the world of education and industry to create a curriculum based on work reality so that graduates' expectations are more accurate and ready to face actual challenges.

When respondents started working on offshore facilities, they faced a work reality that was very different from what they had imagined. The work took place in a rotation system with long shifts (12 hours/day) for two consecutive weeks) and sometimes even beyond regular working hours, experiencing social isolation, and minimal access to communication. High work pressure demands efficiency, and dependence on natural conditions are the main challenges. In addition, many workers felt socially isolated because of limited social interaction in offshore facilities. The limited work environment causes boredom and psychological stress. Although some basic facilities were provided, such as gymnasiums and recreation rooms, many respondents felt that psychological support was still lacking. When expectations did not align with reality, many began questioning their commitment to the profession. This highlights the importance of mental preparation and adaptive training before being placed in the field.

Mental stress is a significant issue in offshore work. Four respondents explicitly stated that separation from their families and loss of personal time greatly affected their mental health. Monotonous routines and isolation exacerbate feelings of loneliness and boredom among workers. Some even reported experiencing symptoms such as insomnia, anxiety and emotional exhaustion. In the long term, this has the potential to reduce productivity and trigger resignation intentions. Support from the organization in the form of counseling services and humane rest periods is still considered suboptimal. Especially for young workers who are first placed in an extreme work environment like this, the need for psychological assistance is crucial. A holistic approach is needed in HR management to maintain employees' mental balance.

Most respondents said they did not see themselves staying for more than five years in their current offshore position. The desire to move to another offshore job is driven by various factors, such as physical exhaustion, mental stress, career stagnation, and limited social interaction. This phenomenon shows that the intention to leave is caused not only by tough working conditions but also by the lack of long-term prospects in the eyes of young workers. Therefore, companies need to create a work climate that supports growth and life balance to retain young talent. Retention is not enough with just a high salary but must be accompanied by a clear career direction and assignment flexibility.

Lack of training and career development paths were the main complaints of more than seven respondents. They felt that they were not given the opportunity to develop professionally or personally. Many of them wanted soft skills training, such as communication, leadership, and stress management, which were not facilitated by the company. In addition, the lack of clarity in job promotions has reduced employees' work motivation. Stagnant career development makes workers feel that their job is only temporary. To increase loyalty and retention, companies must invest more in structured training, mentoring, and transparent performance-based career schemes. This will not only improve performance but also create a sense of ownership and attachment to the organization itself.

Although salaries offered in the oil and gas industry are relatively high, most respondents stated that the compensation was not proportional to the work-related pressure they experienced. They emphasized that money alone cannot compensate for physical exhaustion, mental stress, or social isolation. In addition, some respondents felt that the incentive system lacked transparency and that there were no evaluation mechanisms that considered psychological well-being. This indicates that compensation is not merely about numbers but also about perceptions of fairness and recognition of hard work. In the long term, an imbalance between pressure and reward may trigger high turnover rates. Therefore, companies must design compensation systems that extend beyond financial benefits to include non-material incentives, such as additional rest time, psychological support, and recognition for contributions.

Job satisfaction among young offshore workers is relatively low. Only five out of 15 respondents stated that they were overall satisfied with their jobs. This dissatisfaction is generally triggered by heavy workloads, lack of rest time, and a limited social environment. In addition, a lack of appreciation from superiors and minimal opportunities for self-development reinforce feelings of stagnation. Job satisfaction is influenced not only by salary but also by meaningful work experience and recognition for contributions. Low job satisfaction is an early indicator of potential employee turnover. Therefore, companies need to re-evaluate aspects that influence job satisfaction, including communication, work climate, and work-life balance, especially for younger-generation workers who are more sensitive to the values of well-being and personal growth.

The main motivations for young workers to stay in the offshore oil and gas sector are financial factors and early career experience. Most see this job as a stepping stone to a more stable and humane career path. However, this motivation is external and often insufficient to maintain long-term loyalty. When work pressure increases and expectations are not met, motivation begins to fade. Workers who are only motivated by money tend to lose enthusiasm quickly if they are not emotionally supported or given development opportunities. Therefore, organizations need to build intrinsic motivation by strengthening the meaning of work, recognizing contributions, and providing clear and realistic career opportunities.

Most respondents (seven people) expressed a desire to be transferred to other offshore work units that were more social and humane. This desire arose from the need for a more open, interactive, and humane work environment. For many respondents, working on the platform felt too isolated and repetitive and provided little space for self-actualization. Companies must design an internal mobility system that is adaptive and responsive to employee aspirations. Job rotation, unit exchange, or hybrid work opportunities can be solutions to avoid burnout. By providing mobility options, companies not only maintain productivity but also show appreciation for the needs of individual employees.

In addition, mobility preferences emerged as a notable theme, with six respondents expressing a desire to be transferred to another offshore unit that was perceived as more socially engaging and less monotonous. This reflects the psychological need for variation and human connection in an isolated offshore environment. The repetitive nature of tasks and limited social interaction were identified as major stressors, prompting calls for an adaptive internal-mobility policy. Rotational placement systems and temporary assignments in alternative units can serve as practical strategies to combat burnout and re-engage disengaged workers.

Another critical finding concerns the theme of “desire to survive,” where more than five respondents admitted to staying in their current roles not due to satisfaction but because of a lack of viable alternatives. This state of psychological entrapment poses long-term risks, including reduced performance, chronic stress, and a diminished sense of well-being. Organizations should proactively identify such patterns through routine psychological assessments and offer structured interventions, such as career mentoring, cross-functional training, and clearer promotion pathways. Creating a sense of control and future possibilities may transform feelings of being trapped into a renewed sense of purpose and belonging.

Eight respondents stated the importance of honest communication from management from the beginning of the recruitment process; they felt that the company overemphasized the positive aspects during the recruitment process without providing an honest and realistic picture of the challenges of working in the field. They expected more transparent communication from the beginning so that they could mentally prepare themselves. This mismatch between expectations and reality supports the findings of [Vries and Knies \(2023\)](#), who developed a modern approach to Expectation-Disconfirmation Theory (EDT) in the context of high-risk industries and suggested the importance of aligning expectations through reality-based recruitment strategies. Additionally, [Carraher-Wolverton \(2022\)](#) highlighted the importance of realistic expectations in a post-pandemic work environment, using the EDT lens to explain job satisfaction.

As many as seven respondents explicitly stated that their job expectations did not match the reality in the field. This gap causes decreased motivation, disappointment, and a weakened sense of loyalty. Many feel that they have been 'lured' by job promotions that do not describe the real challenges. This mismatch between expectations and reality creates cognitive dissonance, which, if left unchecked, can lead to burnout and turnover. Therefore, it is important for companies to convey information realistically during the initial selection and orientation processes. Transparency in describing work culture, psychological pressure, and physical challenges will help prospective employees make informed decisions and strengthen their mental readiness before entering the field of nursing.

However, psychological contract violations are still the main cause of low job loyalty. [Malviya \(2022\)](#) emphasized that Psychological Contract Violation significantly reduces motivation and the desire to stay. [Bharadwaj and Yameen \(2021\)](#) also found that employer branding and organizational identification can mediate retention intentions, strengthening the relevance of Psychological Contract Theory in the contemporary organizational landscape. [Ohana and Fortin \(2024\)](#) showed that unrealistic job expectations can exacerbate perceptions of workplace injustice, leading to high levels of emotional stress and psychological exhaustion.

To mitigate the long-term risks associated with disengagement and psychological pitfalls, organizations must develop proactive and integrated employee support systems. This includes not only offering counseling services but also embedding mental health awareness into the leadership culture, where supervisors are trained to detect the early signs of burnout, demotivation, or withdrawal. Regular check-ins, confidential well-being surveys, and peer-support systems are valuable tools for capturing the psychological climate of offshore workers. Furthermore, psychological risks should be mapped alongside operational risks, especially for early career employees who are more susceptible to difficulties in adjustment. By adopting a more holistic and preventative HR model, organizations can increase resilience, reduce attrition, and foster a work environment that supports productivity and human dignity, even in extreme and remote conditions, such as offshore platforms.

More than five respondents stated that they felt trapped in their jobs. They stay not because they are satisfied or feel they are fit in, but because they do not have other career alternatives or are afraid to leave their comfort zone, even though it is stressful. This phenomenon is called psychological entrapment, a psychological condition in which individuals stay because they are forced to, not because they make a conscious choice. This is dangerous because it can lead to decreased mental health, work apathy, and low performance. Organizations need to create a career mentoring system, cross-field training, and open access to vertical and horizontal mobility so that workers feel that they have choices and control over their future. Empowerment is the key to changing feelings of being trapped in a sense of belonging to a community.

In this context, the phenomenon of psychological entrapment also emerges, where young workers stay not because they are satisfied with their jobs but because they do not have better career alternatives or access to resources that allow for transition. This highlights the urgency of organizational intervention through more adaptive HR policies, especially in supporting mental health, long-term career development, and providing soft skills systematically.

Finally, most respondents said that educational institutions have not been able to equip graduates with a realistic understanding of the world of work, especially in the offshore oil and gas sector. The curriculum tends to focus on technical aspects and places minimal emphasis on mental readiness, adaptive skills, and psychosocial insights. As a result, graduates experience shock when they first face pressure and working conditions that are far from what they had imagined. Collaboration between the education and industry sectors is crucial to bridge this gap. Through fieldwork practices, public lectures from practitioners, and real-life experience-based curricula, students can gain more accurate expectations and better mental readiness.

Managerial Implications

1. **Realistic Recruitment** – The Selection and onboarding processes should convey a factual picture of offshore working conditions and pressures, not just financial benefits.
2. **Strengthening Psychological Readiness:** Training and briefing programs should cover stress management, resilience, and social adaptation.
3. **Mental Health Support:** Companies must provide proactive counselling services, not just formalities.
4. **Clear Career Paths** – Young workers must see real potential for career growth to maintain motivation.
5. **Role of Educational Institutions** – Curricula should prepare graduates with realistic expectations and soft skills in the field

Table 1. Thematic Findings from In-Depth Interviews with 15 Respondents

Main Theme	Key Findings	Respondents
Initial expectations	Big salary, elite lifestyle, modern work	15
Source of expectations	Social media, friends' stories, not from educational institutions	12
Work reality	long shifts, physical-psychological stress, social isolation	15
Mental pressure	stress due to being away from family, lack of personal time	4
Compensation vs pressure	salary does not cover workload	Majority
Job satisfaction	Only 5 said they were overall satisfied	5
Motivation to survive	financial, experience, early career	Majority
Intention to move/resign	Don't see myself surviving more than 5 years	Most
Career development	lack of training and job promotion	> 7
Expectations for the management	honest communication, mental health counselling, more humane rest periods.	8
Mobility preferences	want to be transferred to another offshore unit	6
Expectation-reality gap	unmet expectations- lowers motivation and loyalty	7
The role of educational institutions	need to be equipped with work reality and soft skills	Agreed by the Majority
Desire to survive	many feels trapped with no alternative (Psychological entrapment)	> 5

5. Conclusion

5.1. Conclusion

This study explores the gap between the initial expectations and work realities experienced by young Indonesian workers in the offshore oil and gas industry. This objective was achieved using an exploratory qualitative approach that examined the subjective experiences of 15 respondents aged 22–35. The findings show that initial expectations are primarily shaped by media narratives, social references, and institutional promotions, which often fail to capture the complex and high-risk nature of offshore work. In reality, the field presents physically and psychosocially demanding conditions, including long working hours, social isolation, managerial pressure and limited communication. These

mismatches contribute to elevated stress levels, emotional exhaustion, reduced job satisfaction, and increased intention to resign.

This study reinforces the relevance of Expectation-Disconfirmation Theory (EDT) and Psychological Contract Theory (PCT) in explaining how unmet expectations affect organizational loyalty. Moreover, in the context of offshore work, this study identifies the phenomenon of psychological entrapment, where employees remain not out of intrinsic motivation but due to financial or structural compulsion. However, this study had some limitations. The sample size was limited to 15 participants from the Natuna and Java Sea regions, which may not represent broader demographic or geographic variations in the population. Additionally, this study focuses solely on workers' perspectives, without incorporating viewpoints from HR managers or company policymakers. Future research could be expanded by employing mixed-method approaches or longitudinal designs to track changes in expectations and adaptation over time. It is also recommended to explore organizational interventions, such as realistic job previews, soft skill integration in education, and targeted psychological support systems, to better prepare and retain young professionals in high-risk sectors, such as offshore energy.

5.2. Limitation

This study had several limitations. First, the number of participants was limited to 15, and only certain operational areas, such as Natuna and Java Sea, were covered. Second, the study does not include the managerial or HRD perspectives of oil and gas companies, which can provide a comprehensive picture from an organizational perspective. Third, because the approach used is exploratory qualitative, the study's results cannot be generalized to the entire population of offshore oil and gas workers. The findings of this study are also time-specific and may be influenced by industry dynamics, policy changes, or social factors.

5.3. Suggestion

Here are some suggestions that can be submitted: (1) Oil and gas companies: It is necessary to develop realistic recruitment and onboarding strategies based on psychological readiness. Information about work pressure, working hours, and social challenges must be explained openly from the selection stage; (2) HR Management: Interventions are needed in the form of proactive counselling services, stress management training, and more transparent and adaptive career paths for the younger generation; (3) Educational institutions: It is necessary to integrate soft skills, psychological adaptation training, and exposure to energy sector challenges in the curriculum, especially for vocational and technical programs; (4). Further research: It is recommended that quantitative studies be conducted with a broader scope and involve data collection from offshore HR managers and direct superiors. A comparative analysis between regions or companies can also enrich our understanding.

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