

The Effect of Perceived Organizational Support and Compensation on Turnover Intention With Job Satisfaction As A Mediating Variable (Study on Gen Z Employees at PT XYZ)

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Abstract

In today's work world, generation Z has the largest population compared to previous generations. Generation Z tends to pursue what they want so they often change jobs. Therefore, companies need to manage so that Gen Z employees do not have the desire to leave the company. Therefore, this study aims to analyze the Influence of Perceived Organizational Support and compensation on turnover intention with job satisfaction as a mediating variable. The study was conducted at PT. XYZ with a sample of 180 Gen Z employees. The sampling technique was probability sampling, while data collection used a questionnaire and data analysis techniques used SEM (Structural Equation Model) with the SmartPLS (Partial Least Square) approach. The results showed that perceived organizational support had a negative and significant effect on turnover intention. Compensation had a negative and significant effect on turnover intention. Job satisfaction had a negative and significant effect on turnover intention. Perceived organizational support and compensation had a positive and significant effect on job satisfaction. The role of job satisfaction as a mediator of the influence of perceived organizational support on turnover intention was proven to have a negative and significant effect. Likewise, job satisfaction was proven to mediate the influence of compensation on turnover intention, which was proven to have a negative and significant effect.

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INTRODUCTION

In the current labour market, Generation Z constitutes the largest demographic compared to earlier generations. This cohort tends to be goal-oriented, often resulting in frequent job changes. Organisations must implement strategies to retain Gen Z employees. For PT XYZ, all employees, including Gen Z, are valuable assets due to their innate digital proficiency, adaptability to change, and potential for driving ongoing innovation. Gen Z has made significant contributions in areas such as product development, digital marketing, technology strategy, brand creation, promotional content, and innovative solutions. Their strong social media presence helps PT XYZ expand its market reach and

maintain competitiveness and relevance. Since the COVID-19 pandemic, Gen Z has been responsible for creating 7 out of 14 new brands and generating 1,000 promotional content ideas monthly. Consequently, effective management of Gen Z is crucial for sustaining PT XYZ's competitive edge. Generation Z is viewed as a cornerstone of the company's future that requires careful nurturing. Through a focus group discussion involving 23 Gen Z employees, several key factors influencing turnover intention were identified.

- a) Compensation: Employees feel that the incentives provided by the company are inadequate and not commensurate with their workload.
- b) Training: Training is rarely done (1-2 times a year), and some employees do not receive training even though they have worked for years.
- c) Career Development: Career paths are considered unclear, such as long-term contract status or slow promotion, even though they have worked for years.

Employees with unmet needs tend to have turnover intention.

In the current labour market, Generation Z constitutes the largest cohort compared to its predecessors. This generation is characterised by its tendency to pursue desired goals, often resulting in frequent job changes. Organisations must implement strategies to mitigate Gen Z employees' inclination to leave. At PT XYZ, employees, particularly those from Gen Z, are viewed as valuable assets due to their inherent digital proficiency, adaptability to change, and potential for driving ongoing innovation. Gen Z significantly contributes to various aspects of the business, including product development, digital marketing, technological strategy, brand creation, promotional content, and innovative solutions. Their strong affinity for social media aids PT XYZ in expanding its market reach and maintaining competitiveness and relevance. Since the onset of the COVID pandemic, Gen Z has been responsible for creating 7 out of 14 new brands and generating 1,000 promotional content ideas monthly. Consequently, effective management of Gen Z is crucial for sustaining PT XYZ's competitive edge. As a cornerstone of the company's future, Generation Z requires careful nurturing. Through Focus Group Discussions (FGD) involving 23 Gen Z employees, several key factors influencing turnover intention were identified :

- a) Compensation: Employees feel that the incentives provided by the company are inadequate and not commensurate with the workload.
- b) Training: Training is considered rarely done (1-2 times a year), even some employees do not receive training even though they have worked for years.
- c) Career Development: Career paths are considered unclear, such as long-term contract status or slow promotion even though they have worked for years.

Employees with unmet needs tend to have turnover intentions.

Perceived organisational support (POS) is a crucial factor influencing employee turnover intention. POS encompasses the fulfilment of work-related needs, including fair treatment, superior support, organisational recognition, and suitable working conditions (Naini & Riyanto, 2023). Enhanced POS tends to diminish turnover intention. Several studies have demonstrated a significant negative correlation between POS and employee turnover intention (Islamiyati & Sahrah, 2022; Jing & Yan, 2022; Khairina, 2022; Kurniasari et al., 2024; Siddiqi et al., 2024). However, contrasting findings by (Mulyaningsih & Tanuwijaya, 2023; Prahawan et al., 2024; Wan Abdullah & Hanib, 2020) suggest that POS does not negatively impact turnover intention. Another significant factor affecting turnover intention is compensation. This refers to the monetary or non-monetary rewards provided by organisations to employees for their services (P. Wulandari & Frianto, 2022). Offering compensation commensurate with workload is an effective strategy to retain employees and reduce their intention to leave (Wijayanti & Anisa, 2022). Increasing compensation, particularly through incentives and welfare benefits, can help mitigate turnover intention (Ramlah et al., 2021). Employees who perceive their compensation as inadequate relative to their responsibilities are more likely to consider leaving. Multiple studies have concluded that compensation has a significant negative effect on turnover intention (Rahman et al., 2024; Ramlah et al., 2021; Sahputra & Nurdiana Dihan, 2024; Wijayanti & Anisa, 2022). Nonetheless, research by (Burhanudin & Wijanarko, 2022; Sulistiyono & Aima, 2020) contradicts these findings, indicating that compensation does not significantly negatively influence turnover intention. Based on the inconsistent results of previous studies related to perceived organizational support and compensation on turnover intention, this study needs to be conducted by filling the gap in the form of a mediating variable, namely job satisfaction.

Research indicates that workers who feel valued and backed by their organisation tend to exhibit greater job contentment (Roji & Kurniawan, 2024). This aligns with findings from (Davaasuren et al., 2024; Roji & Kurniawan, 2024; Septiani et al., 2022), which demonstrate that perceived organisational support significantly and positively influences employee job satisfaction. Alongside this, remuneration also plays a crucial role in job satisfaction. This encompasses wages, perks, incentives, and other forms of compensation provided by the company. When remuneration falls short of or fails to meet employee expectations, it can lead to diminished job satisfaction (Brahmannanda & Dewi, 2020). Companies often utilise compensation strategies to enhance employee job satisfaction (Minarso et al., 2024). This is corroborated by studies from (Gupta & Pathak, 2024; Katabalo & Mwita, 2024; Zaki Azzuhairi et al., 2022), which reveal a significant positive correlation between compensation and employee job satisfaction. Job satisfaction is characterised by positive emotions, attitudes, or contentment experienced by employees in their work environment (Halim & Erdiansyah, 2024). Dissatisfied employees are more likely to contemplate leaving their positions, whereas satisfied employees tend to remain with the company (Yudishtira Rusandi & Yanto, 2023). Job satisfaction also impacts turnover intention, with high satisfaction associated with low turnover intention and vice versa (Putranti et al.,

2021). Consequently, boosting job satisfaction can aid in reducing employee turnover intention. Previous research by (Dahlan et al., 2023; Pratama et al., 2023; Pratiwi & Sary, 2023; Sahputra & Nurdiana Dihan, 2024; Wijayanti & Anisa, 2022; V. T. Wulandari & Hafidz, 2023) confirms a significant negative relationship between job satisfaction and employee turnover intention. Job satisfaction reflects the level of comfort and fulfilment employees derive from their roles. When employees perceive strong organisational support, their job satisfaction tends to increase, potentially reducing their inclination to leave the organisation (Diana Nafishah Putri et al., 2023). Conversely, inadequate compensation can diminish job satisfaction, potentially escalating turnover intention. If not properly managed, this dissatisfaction with remuneration can lead to increased employee turnover (Ramlah et al., 2021).

Conversely, staff members who perceive organisational backing typically experience greater job contentment, which ultimately diminishes their inclination to resign. Similarly, workers who believe they receive fair remuneration tend to be more satisfied with their roles, consequently reducing turnover intentions. Research conducted by (Agustinningtyas & Dewi, 2020; Artha & Jahja, 2023; Brahmamanda & Dewi, 2020; Merlysabella & Subiyanto, 2022; Nassani et al., 2023; Putranti et al., 2021; Ramlah et al., 2021) indicates that perceived organisational support and compensation influence turnover intention, with job satisfaction acting as a mediator. Given the observed phenomena, inconsistent findings from previous studies, and limited research exploring these relationships, particularly among Generation Z employees in cosmetic firms, this study aims to address the research gap. The investigation is titled "The Influence of Perceived Organizational Support and Compensation on Turnover Intention with Job Satisfaction as a Mediating Variable (Study on Gen Z Employees at PT XYZ)".

METHOD

This study employs a quantitative research approach, which is utilised to examine a particular population or sample. Data is gathered using research instruments and analysed through quantitative/statistical methods to test predetermined hypotheses. The researcher defines the population as encompassing all characteristics of objects or subjects to be studied before drawing conclusions. In this case, the population comprises 267 Gen Z employees born between 1997 and 2012, with a sample of 180 individuals. Data collection was conducted by disseminating questionnaires to Gen Z employees at PT XYZ via Google Forms, distributed through WhatsApp or Teams. The study utilises Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) approach, employing SmartPls software version 4.0 for data analysis. The PLS methodology incorporates an Evaluation of Measurement Model (Outer Model), which includes convergent validity testing, Average Variance Extracted (AVE), Discriminant Validity Test, and Reliability Test (Construct Reliability). Additionally,

an Evaluation of Structural Model (Inner Model) is performed, encompassing the Determination Coefficient (R²), Predictive Relevance (Q²), Path Coefficient, and Hypothesis Testing.

RESULTS AND DISCUSSION

The results and discussion can be explained in the explanation below.

a. Outer Model test

The evaluation of the outer model, also known as measurement model testing, seeks to determine the connections between indicators and their corresponding latent variables. This assessment involves examining whether the model incorporates a reflective measurement approach.

- Convergent Validity

Convergent validity is used to measure the correlation between item scores and construct scores, the higher the correlation the better the data validity.

Table 1. Convergent Validity Test Results

Variable	Indicator	Outer Loading	Description
Turnover Intention (Y)	TOI1	0.962	Valid
	TOI2	0.967	Valid
	TOI3	0.975	Valid
Perceived Organizational Support (X1)	POS1	0.929	Valid
	POS2	0.911	Valid
	POS3	0.930	Valid
	POS4	0.752	Valid
	POS5	0.818	Valid
Compensation (X2)	KOM1	0.847	Valid
	KOM2	0.792	Valid
	KOM3	0.847	Valid
	KOM4	0.859	Valid
Job Satiosfaction (Z)	KK1	0.848	Valid
	KK2	0.891	Valid
	KK3	0.874	Valid
	KK4	0.960	Valid
	KK5	0.927	Valid

The analysis of Table 1 indicates that every indicator for the research variables possesses a loading factor value surpassing 0.70, which is consistent with the research conducted (Hair et al., 2021). Notably, the data reveals no instances of indicators with loading factor values falling below the 0.70 threshold. This observation confirms that all indicators are deemed valid and fulfil the criteria for the convergent validity evaluation.

- Discriminant Validity

The discriminant validity results are displayed in Table 2. A construct is deemed to have satisfactory discriminant validity when its loading value surpasses the loading values of other constructs in the analysis.

Table 2. Discriminant Validity Results

Indicator	Turnover Intention	Perceived Organizational Support	Compensation	Job Satisfaction
TOI1	0.962	-0.489	-0.614	-0.622
TOI2	0.967	-0.477	-0.601	-0.625
TOI3	0.975	-0.494	-0.577	-0.653
POS1	-0.532	0.929	0.431	0.572
POS2	-0.484	0.911	0.384	0.581
POS3	-0.428	0.930	0.337	0.490
POS4	-0.361	0.752	0.199	0.382
POS5	-0.346	0.818	0.199	0.420
COM1	-0.535	0.352	0.847	0.472
COM2	-0.492	0.326	0.792	0.553
COM3	-0.497	0.333	0.847	0.523
COM4	-0.539	0.228	0.859	0.485
JOB1	-0.477	0.503	0.436	0.848
JOB2	-0.683	0.522	0.613	0.891
JOB3	-0.646	0.477	0.638	0.874
JOB4	-0.585	0.553	0.518	0.960
JOB5	-0.518	0.518	0.499	0.927

The test results show that the loading value of each targeted construct is greater than the loading value of other constructs, so it can be concluded that the instrument in this study is valid and meets the requirements of discriminant validity.

- Average Variance Extracted (AVE)

The Average variance extracted (AVE) value aims to measure the level of variance of a construct component collected from its indicators by adjusting the error rate. Average variance extracted (AVE) which must be greater than 0.50 for confirmatory or exploratory research, this ratio implies that more than 50% of the reflective indicator variance has been accounted for by the latent variable (Hair et al., 2020)

Table 3. Average Variant Extracted (AVE) Test

Variable	AVE	Validity
Turnover Intention	0.937	Valid
Perceived Organizational Support	0.758	Valid
Compensation	0.700	Valid
Job Satisfaction	0.812	Valid

Based on Table 3 , it can be seen that the AVE value for the turnover intention variable is 0.937, perceived organizational support is 0.758, compensation is 0.700, job satisfaction is 0.812, all

variables have values greater than 0.50. So it can be concluded that the measurement model is valid in terms of convergent validity, which means that the reflective indicator variance has been taken into account by the latent variable.

- **Composite Reliability**

Composite Reliability is a section used to test the reliability value of indicators on a variable. The SmartPLS output results for composite reliability values can be shown in the following Table 4.

Tabel 4. Composite Reliability Value

Variable	Composite Reliability	Reliability
Turnover Intention	0.978	Reliabel
Perceived Organizational Support	0.940	Reliabel
Compensation	0.903	Reliabel
Job Satisfaction	0.956	Reliabel

Based on table 4 , it can be seen that the composite reliability value obtained for all variables, namely turnover intention, perceived organizational support, compensation, job satisfaction is more than 0.70. With the resulting value, all constructs have good reliability. This is in line with the opinion of (Hair et al., 2020) who stated that a construct can be said to have a high reliability value, if the composite reliability value is > 0.70. So it can be concluded that the composite reliability results state that all variables in this study are reliable.

- **Cronbach Alpha**

The reliability test with the composite reliability above can be strengthened by using the Cronbach Alpha value. A variable can be declared reliable or meets the Cronbach alpha if it has a Cronbach alpha value of more than 0.70. If it meets these requirements, it can be concluded that all constructs have good reliability. The following are the Cronbach alpha values shown in Table 5 .

Based on table 5 , it can be seen that the Cronbach alpha value of each variable, namely turnover intention, perceived organizational support, compensation, job satisfaction shows greater than 0.70. So the results of this study indicate that each research variable has met the requirements of the Cronbach alpha value, so it can be concluded that all variables mean all variables in this study are reliable.

Table 5. Cronbach Alpha Value

Variable	Cronbach Alpha	Reliability
Turnover Intention	0.966	Reliabel
Perceived Organizational Support	0.920	Reliabel
Compensation	0.856	Reliabel
Job Satisfaction	0.942	Reliabel

b. **Structural Model Evaluation Testing (Inner Model)**

Inner model testing is the development of a concept-based and theory-based model in order to analyze the relationship between exogenous and endogenous variables that have been described in the conceptual framework. The evaluation of the inner model in this study is seen from several indicators including the coefficient of determination (R²), predictive relevance (Q²) of each endogenous variable.

- **R-Square (Coefficient of Determination)**

Variance Analysis (R²) or determination test is to determine the extent of the influence of the independent variable on the dependent variable. The R-Square value can be seen in Table 6 below

Table 6. Variant R-Square Value

Variable	R-Square
Turnover Intention	0.526
Job Satisfaction	0.509

Based on the table 6, the coefficient determinant (R²) value of the turnover intention variable is 0.526 (52.6%) meaning a moderate model, so that the variables perceived organizational support, compensation, job satisfaction are able to explain the diversity of turnover intention variables by 52.6% while the remaining 47.4% is explained by other variables not discussed in this study. The coefficient determinant (R²) value of the job satisfaction variable is 0.509 (50.9%) meaning a moderate model, so that the variables perceived organizational support and compensation are able to explain the diversity of job satisfaction variables by 50.9% while the remaining 49.1% is explained by other variables not discussed in this study.

- **Predictive Relevamce (Q²)**

The suitability of the structural model (inner model) can also be seen from Q², if the Q² value > 0 indicates predictive relevance, if the Q² value < 0 indicates the model has less predictive relevance. Q² > 0.25 and 0.50 indicate moderate and large predictive relevance (Hair et al., 2019). Then Q² can be seen as follows:

$$\begin{aligned}
 Q2 &= 1 - [1 - R_{12}](1 - R_{22}) \\
 &= 1 - [(1 - 0.509)(1 - 0.526)] \\
 &= 1 - [(0.233)] \\
 &= 0.767
 \end{aligned}
 \tag{1}$$

The test result of 0.767 shows that the model built has the ability to explain 76.7%, while the remaining 23.3% is explained by other variables. So the model built is said to be feasible and has relevant and large predictive ability.

c. Hypothesis test

Hypothesis testing is used to determine whether or not there is an influence of exogenous variables on endogenous variables directly or indirectly through mediating variables. Hypothesis testing in this study uses p-value to determine the level of significance of the influence between variables.

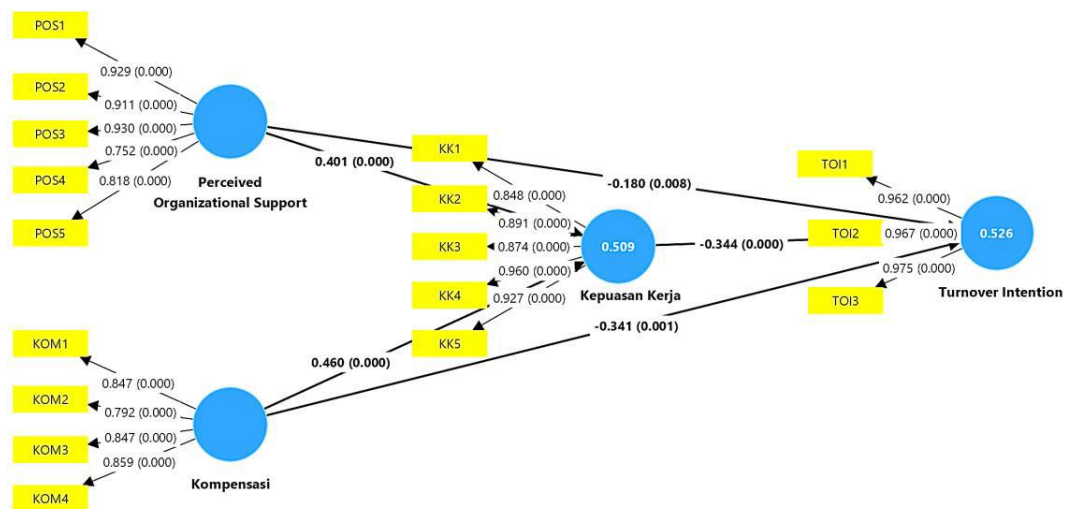


Figure 1. Hypothesis Test Results
Source : SmartPLS version 4.0

- H1: Perceived Organizational Support has a negative and significant effect on Turnover Intention of Gen Z Employees.
- H2: Compensation has a negative and significant effect on Turnover Intention of Gen Z Employees
- H3: Perceived Organizational Support has a positive and significant effect on Job Satisfaction of Gen Z Employees
- H4: Compensation has a positive and significant effect on Job Satisfaction of Gen Z Employees
- H5: Job Satisfaction has a negative and significant effect on Turnover Intention of Gen Z Employees
- H6: Perceived Organizational Support has a negative and significant effect on Turnover Intention mediated by Job Satisfaction of Gen Z Employees

- H7: Compensation has a negative and significant effect on Turnover Intention mediated by Job Satisfaction of Gen Z Employees.

CONCLUSION

Based on the results of the research conducted, the following conclusions can be drawn: Perceived organizational support has a negative and significant effect on the turnover intention of Gen Z employees. This shows that the better the perceived organizational support, the lower the turnover intention of Gen Z employees. In other words, an increase in the perception of organizational support can contribute to a decrease in the turnover intention of Gen Z employees.

Compensation has a negative and significant effect on the turnover intention of Gen Z employees. This shows that the higher the level of compensation, the lower the turnover intention of Gen Z employees. Thus, increasing compensation can be an effective strategy in reducing employee turnover intention, especially among Generation Z.

Perceived organizational support has a positive and significant effect on the job satisfaction of Gen Z employees. This shows that the better the perceived organizational support, the higher the job satisfaction of Gen Z employees.

Compensation has a positive and significant effect on the job satisfaction of Gen Z employees. This shows that the higher the compensation, the higher the job satisfaction of Gen Z employees. In other words, companies that provide appropriate and adequate compensation will increase the job satisfaction of Gen Z employees.

Job satisfaction has a negative and significant effect on the turnover intention of Gen Z employees. This shows that the higher the level of job satisfaction, the higher the low turnover intention level of Gen Z employees.

Job satisfaction mediates the effect of perceived organizational support on turnover intention partially, in other words, perceived organizational support affects turnover intention both directly and indirectly through job satisfaction. When companies increase perceived organizational support, this can increase employee job satisfaction, which can then reduce Gen Z employees' intention to leave.

Job satisfaction mediates the effect of compensation on turnover intention partially, in other words, compensation affects turnover intention both directly and indirectly through job satisfaction. When companies increase compensation, this can increase employee job satisfaction, which can then reduce

Gen Z employees' intention to leave.

Compensation plays a bigger role in increasing job satisfaction than perceived organizational support. So the implementation of perceived organizational support needs to be improved while maintaining a strategy in providing compensation so that job satisfaction is optimal.

Job satisfaction is a dominant factor in influencing turnover intention compared to perceived organizational support and compensation. So perceived organizational support and compensation need to be improved.

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