

## Achieving Business Sustainability Through Managing Generation Z Turnover Intention

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### ABSTRACT

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*This study aimed to determine the effect of employer brand equity, employment development system, and work environment towards job satisfaction which affects employee turnover intention. This research used a quantitative approach method, and the sample was taken by using a convenient sampling method with individuals as the unit of analysis who are Generation Z with birth years above 1997 and who already have work activities in the city of Jakarta and its surroundings. Data collection had done online using Google Forms and resulted in 253 responses that could be used. The result showed that all of the hypotheses were rejected. The result obtained from this study are expected to benefit company management in analyzing employer brand equity, employment development system, work environment towards job satisfaction for employee turnover intention.*

## 1. INTRODUCTION

Employee turnover is one of the most important issues that businesses are now dealing with. According to research cited in the Growth & Scale Talent Playbook by (Tjan et al., 2022) as many as 91% of workers want to quit their present employment. One symptom of the beginning of employee turnover in the organization is the desire to move workplaces. The three reasons for this are workers' desire for the greatest salary, individuals with varied views and work cultures in the organization, and limitations on employee career advancement while at the company. Indonesia is one of the countries where employees tend to move to another large company, with 25% of Indonesian company employees stating that the vision and work culture of the company where they work do not align with theirs, which is the cause of their desire (Tjan et al., 2022). One of the reasons for the rise of a new generation known as "Generation Z" that is beginning to join the world of work (Rachmawati, 2019) is that they have a distinct attitude and like new challenges. Based on BPS (2023) there has been an increase in the labour force participation rate by 0.24% or 2.61 million people compared to the previous year. According to the same source, there is a 0.15% increase in informal sector employment. However, the unemployment rate in Indonesia for the year 2023 is 5.45%, experiencing a decrease of 0.38% compared to 2022.

The results of Jakpat survey (2022) stated that there are various reasons for Generation Z to leave their current job. This is supported by the findings of a poll on the reasons for Generation Z leaving from the attached workplace performed by Jakpat, a mobile survey platform that surveyed as many as 832 respondents in real time at the conclusion of the 2022 period. According to the poll, the desire of Generation Z workers in Indonesia to shift or leave the organization is fairly strong, with numerous supporting grounds. As a result, with the bulk of Generation Z beginning to join the labour force, businesses must begin planning to embrace the shift of the Generation Z workforce. Similarly, enterprises based in Jakarta and its environs, as one of the densest industrial districts with a significant proportion of Generation Z who have begun to join the workforce.

Whereas it is obvious that the business sector will be controlled by the younger generation who like new challenges as time passes. Because technological advancements may support the creation of new professions, it is not unusual for the younger generation to opt to work in the digital business sector. These situations necessitate organizations attempting to compete with one another in the areas of providing the greatest goods and services to meet corporate objectives and hiring and keeping high-performing personnel. As a result, HR managers must prioritize issues such as Employer Brand Equity (EBE), Employment Development System (EDS), and Work Environment (WE) in order to generate employee work satisfaction.

Currently, an increasing number of businesses are incorporating the notion of employer brand equity into their corporate culture. Good employer brand equity enables the firm to develop a favourable image, enhance attractiveness, and convey corporate values to external parties, which may boost employee confidence and provide a compelling reason to prevent employees

from moving and remaining at the company. The more positive values one has, the better the organization's image, employee contentment, and desire to stay with the company. Furthermore, a firm must pay attention to the company's employment development system, which is critical for organizations that often confront dynamic situations, so that employees may make career advancement based on their demands and are able to drive corporate productivity and efficiency. According to (Ok & Vandenberghe, 2016), EDS such as job training may boost employee commitment, decrease employee turnover intentions, increase staff cooperation, and employee morale, hence strengthening the firm structure. Furthermore, EDS may increase individual employee development, which can impact job satisfaction owing to the ability to tailor self-improvement to the requirements of individual employees. According to Benraïss-Noailles & Viot, 2021 companies must ensure that the employment development system at the company is in line with employer brand equity so that the company can attract the attention of potential prospective employees and ensure the loyalty of the company's employees with an aligned internal and external image.

Of those definitely, every company will have its own way of retaining employees in their company. By introducing employee perks, self-development systems, and a pleasant work atmosphere, organizations may make an effort to keep prospective workers so that they stay loyal and perform effectively in the company, which is known as a technique to retain employees. This strategy may be used to lower employee turnover intentions and promote employee contentment at work (Basnyat & Clarence Lao, 2020). However, it is likely that organizations who deploy employee retention measures may also suffer high employee turnover intention, which is the desire of workers to leave their present employer and work for other companies. This is also predicated on a generational transition that is beginning to join the workforce, particularly Generation Z, which has a proclivity to seek employment that provide greater perks than prior employers.

Companies have a dilemma with high employee turnover intentions since it may impede with corporate efficiency and effectiveness. Employees who are planning to leave their jobs are less likely to be loyal and committed to their jobs (Lin et al., 2017). Furthermore, owing to staff turnover, HR management will incur additional expenditures to recruit and educate new personnel (Juhdi et al., 2013). Thus, staff turnover costs a lot of money and has become a critical element that might effect overall organizational performance (Busari et al., 2017). However, (Goyal & Kaur, 2023) have stated that there is no direct and significant effect between EBE and ETI. It has been found in another study that the availability of EDS will significantly affect ETI, in regards of millennials generation (Friani & Mulyani, 2018). On the other hand, the study from (Amir et al., 2023) stated that WE has no direct correlation on turnover intention.

Many studies examine the factors that influence employee turnover intention. Factors such as job satisfaction and organizational commitment (Ekhsan, 2019), work environment, and stress (Kurniawaty et al., 2019; Ramlawati et al., 2021) are some of the many findings that show the factors that influence employee turnover intention. However, the suspicion that employer brand

equity, employee development systems, and work environment can influence employee turnover intention remains unexplored, especially in the Gen Z's community.

According to previous research (Rani & Samuel, 2016; Benraïss-Noailles & Viot, 2021b ; Mahoney, 2015 ; Williams et al., 2010; Lestari & Margaretha, 2021) information about Generation Z is still scarce. As a result, the primary goal of this research is to focus on Generation Z as they enter the workforce, where this research can provide insight or knowledge for companies in various business fields so that it can be considered in the future in preventing risks for employees who want to change workplaces. As a result, this study will focus on many enterprises in Indonesian cities such as Jakarta and its surrounding areas. Thus, this study purpose to find out the correlation between EBE, EDS, and WE whether it will affect the employee turnover intention in terms of Generation Z in Jakarta and its surrounding. The following are the questions that this study will attempt to answer:

Q1. How do factors such as Employer Brand Equity, Employment Development System, and Work Environment affect job satisfaction in Generation Z?

Q2. Can the deployment of Employer Brand Equity, an Employment Development System, and a Work Environment create a high degree of Job Satisfaction for Generation Z workers while reducing Employee Turnover Intention?

**H1** = Employer Branding Equity will affect employee turnover intentions mediated by job satisfaction

Companies may improve job satisfaction by building employer brand equity (Alshathry et al., 2017). Job satisfaction may be increased by selecting a suitable employer brand technique such as appropriate workplace amenities and retaining positive ideals (Chhabra & Sharma, 2014). Employer brand equity provided by the firm may also strengthen the link between the company's qualities and attractiveness in the eyes of future workers, hence increasing employee loyalty (Franca & Pahor, 2012). As a result, organizations with strong employer brand equity have a beneficial impact on work satisfaction (Backhaus & Tikoo, 2004). Based on these findings, the following hypothesis was developed:

**H2** = Employment Development System will affect employee turnover intention mediated by job satisfaction

Company owners assist workers in establishing chances for self-development so that they may demonstrate their contribution to a company's success (Gerbman, 2000). Employees that have contributed to the company's success will aim to advance their positions, work for a longer amount of time, and feel appreciated for their efforts (Logan, 2000). The employment development system is critical in lowering the intention to quit the organization. and an increased drive to acquire information and new talents in order to attain personal objectives (Nunn, 2000). According to research (Latif & Abizen, 2012), the employment development system has a favourable and substantial impact on work satisfaction. Based on these findings, the following hypothesis was developed:

**H3 = Work environment will affect employee turnover intentions mediated by job satisfaction**

Companies have a duty to satisfy workers' rights, one of which is to provide a pleasant working environment. Employees that work in a positive work environment are more likely to open up and actively contribute to the company's growth. A well-designed work space may also boost productivity and make it simpler to inspire employee innovation potential, which can improve employee performance. Employees will be more happy with the job they have done if they believe they can deliver optimum outcomes to the organization (Kafui Agbozo, 2017). According to (Kurniawaty et al., 2019), workers prefer a safe work environment, and excellent work environment management has a favourable influence on employee job satisfaction. Furthermore, because of the speed with which information can be accessible via social media, workers may have high expectations for a work environment that allows them to express themselves and grow. According to (Pawirosumarto et al., 2017), by improving the work environment, the overall atmosphere of the company can be improved and stress levels can be reduced, so (Badrianto & Ekhsan, 2020) if the number of employee job satisfaction increases at work, the turnover rate employees will decrease as a result of a decrease in the number of employees turnover intention.

**H4 = Job Satisfaction affects Employee Turnover Intention**

Job satisfaction is described as an effective reaction to workers about the level of work that results in a comparison of the actual outcomes of an employee's career with the results anticipated, required, wanted, or regarded fair (Cranny et al, 1992; Spector, 1996). As a result, work satisfaction is a significant element that may be addressed to lower Employee Turnover Intention (Alam & Asim, 2019). According to prior research, work satisfaction is a multifaceted notion that might predict employee turnover intention. The purpose of this study is to demonstrate a link between work satisfaction and employee turnover intention. According to this study, job happiness occurs as a result of employer brand equity, employee development system, and work environment. Furthermore, prior research (Ibrahim et al., 2016); (Korunka et al., 2005.) connected and utilized various elements that would have negative and negative impacts on work satisfaction and lead to a major influence on employee turnover intention.



**Figure 1.** Research Model

Source: Researcher, 2023

Considering independent variables in the study model, we analyze employer brand equity, employment development systems, and work environment. This independent variable will have an effect on work satisfaction, which is a mediating variable, and this variable will have an effect on employees' desire to leave as the dependent variable. Figure 1 depicts the research model used in this study.

## 2. RESEARCH METHODOLOGY

The study approach utilized to test this research is a quantitative technique in the form of structured questions in the form of a questionnaire. The research was carried out with the objective of studying variables involving respondents with the unit of analysis in the form of individuals from Generation Z with years of birth above 1997 who already have work activities in the city of Jakarta and its surroundings. The time horizon chosen in this research is a cross-sectional study that collects data from a range of populations in the city of Jakarta and its environs in a period of 2 months, specifically from May 2023 to July 2023. The population participating in this study includes Generation Z employees with the number of samples is 294. The sample approach adopted is convenient sampling which is publicly offered by researchers, particularly Generation Z who are actively working.

The criteria evaluated in this research were employer brand equity, employment development system, work environment, job satisfaction, and employee turnover intention. The employer brand equity variable is examined using 5 items collected from the study of (King et al., 2013) The job development system variable is examined using 5 items collected from a research by (Choo & Bowley, 2007) and (Saleh & Darwis, 2020)). The work environment variable was measured using 5 items each gathered from the research of (Choo & Bowley, 2007) The job satisfaction variable is examined using 5 questions adapted from (Yücel, 2012). The employee turnover intention variable is examined using 5 items drawn from (Samad & Yusuf, 2012),

(Kelloway et al., 1999; Khatri & Fern, 2001; Lance, 1988). The instrument in this study comprises seven parts: A. Respondent Data, B. Employer Brand Equity, C. Employment Development System, D. Work Environment, E. Job Satisfaction, and F. Employees Turnover Intention. The method employed to test the validity of these questions is a Likert scale of 1-5, thus: 1 (strongly disagree); 2 (disagree); 3 (neutral); 4 (agreed); 5 (strongly agree).

**Data Analysis Techniques.** In the process of gathering data, researchers used an approach by distributing questionnaires which were carried out online utilizing the Google Forms platform. In this study, all measurement items were analysed using the PLS-SEM approach using SmartPLS 4.0 as software. Subsequent tests employed SmartPLS 4.0 to examine the reflecting measurement model using the PLS-SEM technique, assessing it using HTMT (2015), indicator loading test, Cronbach's Alpha, convergent validity (AVE), and discriminant validity. In order to assess the formative measurement model, the first stage is to determine the Coefficient of Determination (R<sup>2</sup>), statistical significance, and relevance of the route coefficient may all be used to assess the PLS-SEM findings (Hair et al., 2019).

### 3. RESULTS AND FINDINGS

The data gathering method for this research lasted 2 (two) months, from May 2023 to July 2023. The data in this research were gathered from respondents between the ages of 20 and 26 who were already working. The Table 1 below depicts the demographics of the respondents in this survey.

**Table 1.** Respondents Profile

<b>Profil</b>	<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
Length of current activity	<1 years	103	35%
	1-3 years	142	48.3%
	4-6 years	44	15%
	>6 years	5	1.7%
Domicile	Within Jabodetabek,	279	94.9%
	Beyond Jabodetabek	15	5.1%

*Source: Research data (2023)*

In this research, the data analysis procedure starts with determining the reliability test and validity test using the SmartPLS software. The reliability test is determined by the value of Cronbach Alpha and the validity test determined by the value of HTMT.

**Measurement Model.** The first phase of assessing a reflective measurement model is to examining the indicator loadings. It is advisable to consider loadings above 0.708, as it signifies that the construct accounts for over 50% of the indicator's variability, thereby ensuring satisfactory item reliability. Therefore, as it shown in Figure 2. that represents measurement model, thus the item variables are analysed by correlating the independent variables to the dependent variable, thus it is also included the correlation between the mediating variable with the dependent variable. Furthermore, the first step in measurement model is to analyse the indicator loading, which is the indication load value for each variable item as shown in Table 2.



**Figure 2. Outer Model**

*Source: Research data, 2023*

Table 2. shows the items from the employment development system **variable 3**, which is **-0.051**, work environment **variable 4**, which is **-0.349**, and job satisfaction variable 5, which **-0.538**, are load value indicators that do not match the standards (Hair et al., 2019). As a result, the three variable items cannot explain the variation of the indicators, hence their dependability cannot be accepted and must be rejected.

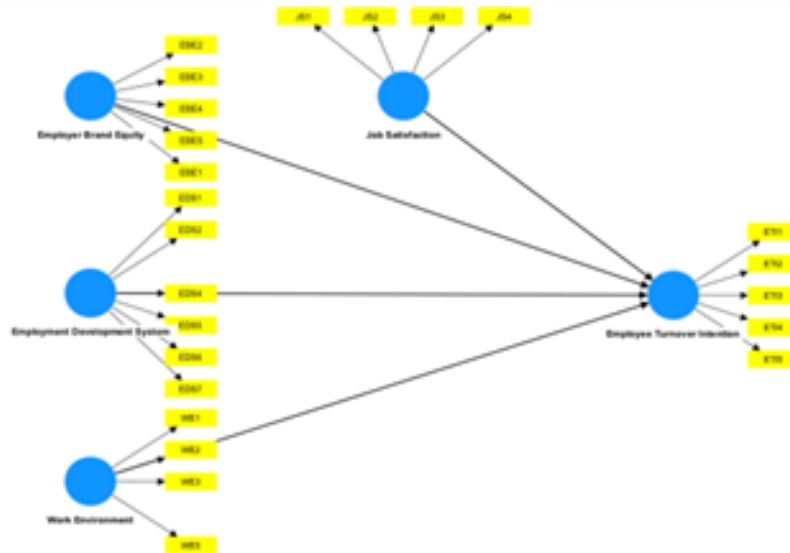
**Table 2. Outer Value Phase 1**

EBE 1	0.838	EDS 2	0.844	WE 1	0.740	JS 2	0.843	ETI 3	0.861
EBE 2	0.868	EDS 3	<b>-0.051</b>	WE 2	0.935	JS 3	0.840	ETI 4	0.946
EBE 3	0.797	EDS 4	0.823	WE 3	0.961	JS 4	0.813	ETI 5	0.950
EBE 4	0.865	EDS 5	0.862	<b>WE 4</b>	<b>-0.349</b>	JS 5	<b>-0.538</b>		
EBE 5	0.780	EDS 6	0.804	WE 5	0.929	ETI 1	0.930		
EDS 1	0.899	EDS 7	0.802	JS 1	0.811	ETI 2	0.946		

*Source: Research data (2023)*



Therefore, the following Figure 3. shows the outer model after eliminating the indicator loadings that do not match with the standards.



**Figure 3.** Outer Model (after excluding EDS 3, WE4, JS5)  
 Source: Research data, 2023

Based on the Table 3 of loading value calculation that excludes employment development system 3 and work environment 4 and job satisfaction 5, the loading value of each variable can explain the variation of the indicators and reveals that the items from these variables are dependable since they have a loading value greater than 0.708

**Table 3.** Outer Value Phase 2

EBE 1	0.838	EDS 2	0.850	WE 2	0.944	JS 4	0.950
EBE 2	0.868	EDS 4	0.826	WE 3	0.979	ETI 1	0.929
EBE 3	0.797	EDS 5	0.871	WE 5	0.954	ETI 2	0.947
EBE 4	0.865	EDS 6	0.813	JS 1	0.934	ETI 3	0.860
EBE 5	0.780	EDS 7	0.806	JS 2	0.978	ETI 4	0.947
EDS 1	0.905	WE 1	0.786	JS 3	0.961	ETI 5	0.950

Source: Research data (2023)

Table 4 shows that Cronbach's Alpha may be used to evaluate for reliability. Based on these calculations, the Cronbach's Alpha values for the variables employer brand equity, employment development system, work environment, job satisfaction, and employee turnover intention are **0.887, 0.922, 0.940, 0.971,** and **0.959** respectively, which are greater than the minimum limit of 0.6. These calculations show that the variables in this study model are dependable.

**Table 4. Reliability**

	<b>Cronbach's Alpha</b>
Employee Turnover Intention	0.959
Employer Branding Equity	0.887
Employment Development System	0.922
Job Satisfaction	0.971
Work Environment	0.940

*Source: Research data (2023)*

Based on Table 5, the Average variance extracted (AVE) may be used to test the value of convergent validity. The AVE values derived from the variables employer brand equity, employment development system, work environment, job satisfaction, and employee turnover intention are **0.689**, **0.716**, **0.844**, **0.913**, and **0.860** respectively, which are above than the minimal limit of 0.5. This demonstrates that the construct can account for at least 50% of the item variation.

**Table 5. Convergent Validity**

Average Variance Extracted (AVE)	
Employee Turnover Intention	0.860
Employer Branding Equity	0.689
Employment Development System	0.716
Job Satisfaction	0.913
Work Environment	0.844

*Source: Research data (2023)*

Based on Table 6, the next stage is an evaluation of discriminant validity using HTMT (2015), it refers to the average correlation of the indicators across constructs, which states that the common variance for all model constructs cannot be bigger than 0.90. According to the discriminant validity test results, HTMT of employer brand equity, employment development system, work environment, and job satisfaction are 0.178, 0.198, 0.072 and 0.075 respectively, which are **not greater than 0.90**. This demonstrates that each variable has a discriminant value.

**Table 6.** Discriminant Validity (HTMT)

=	Employee Turnover Intention	Employer Brand Equity	Employment Development System	Job Satisfaction	Work Environment
Employee Turnover Intention					
Employer Branding Equity	0.178				
Employment Development System	0.198	0.780			
Job Satisfaction	0.075	0.046	0.034		
Work Environment	0.072	0.077	0.077	0.050	

Source: Research data (2023)

**Structural Model (Inner Model).** After confirming the adequacy of the measurement model assessment, the subsequent stage in appraising PLS-SEM outcomes involves the evaluation of the structural model. It is crucial to consider established criteria for assessment, such as the coefficient of determination (R2) and the statistical significance and pertinence of the path coefficients. Furthermore, in the structural model assessment will evaluate the out-of-sample predictive capability of their model through the application of the PLS predict procedure. These standard assessment measures collectively contribute to a comprehensive evaluation of the PLS-SEM results.



**Figure 4.** Inner Model

Source: Research data, 2023

Based on Table 7, according to the R square findings, the research model provided in this study can explain phenomena connected to employee turnover intention of 0.057 or 5.7 %. In terms of employee turnover intention factors, (Hair et al., 2019) classify R square values of 0.75 as

considerable or strong, 0.5 as moderate, and 0.25 as weak. Consequently, the findings of this investigation show that the research model may describe events in the weak category (5.7%).

**Table 7. R-Square**

	R Square	R Square Adjusted
Employee Turnover Intentions	0,057	0,041

Source: Research data (2023)

According to Table 8, the significance created by the employer brand equity, employment development system, work environment, and job satisfaction, respectively are 0.496, 0.812, 0.549, and 0.302, in which the calculation indicates that the influence on job satisfaction that are not consistent with the effect on employee turnover intention. The results of this test do not support the assumed of hypothesis 1, hypothesis 2, hypothesis 3, and hypothesis 4.

**Table 8. Significance and Relevance of Path coefficient**

	Original Sample Mean (O)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	
Employer Branding Equity -> Job Satisfaction->Employee Turnover Intention	0.013	0.002	0.019	0.681	0.496
Employment Development System -> Job Satisfaction-> Employee Turnover Intention	0.003	0.004	0.013	0.237	0.812
Work Environment -> Job Satisfaction -> Employee Turnover Intention	0.009	0.003	0.016	0.599	0.549
Job Satisfaction -> Employee Turnover Intentions	0.088	0.088	0.085	1.031	0.302

Source: Research data (2023)

Based on the bootstrapping table above, four out of the four hypotheses proposed are not supported by the test results obtained. This investigation involved respondents, the majority of whom originated from Generation Z and already had employment activities. The results of this study do not reflect the phenomenon that occurs in these contexts, where among Generation Z who are already working, they do not believe that job satisfaction mediates employer branding equity and employee turnover intention. Thus, the result of this study supported the idea of (Goyal & Kaur, 2023) that employer brand equity has no direct effect to turnover intention, however this study find that employer brand equity has significant effect on job satisfaction. In the second hypothesis, the results of the study are aligned to the first hypotheses, where in the second hypothesis it is found that this study does not reflect the phenomena that occur among Generation Z who are already working, namely that these circles assume that job satisfaction

does not mediate the employment development system and turnover intention. And the output results of these calculations do not support previous research with hypothesis 2 "Employment development system gives a positive and significant effect on turnover intention mediated by job satisfaction".

In the third hypothesis, the results of this study do not reflect the phenomenon that occurs in these contexts, where among Generation Z who are already working, they do not believe that job satisfaction mediates work environment and employee turnover intention. Therefore, the result of this study shows that work environment does not directly correlate with turnover intention, although it has been tested with job satisfaction as the mediating variable. Thus, the result does not support the hypothesis 3 which work environment significantly impact turnover intention with job satisfaction as mediating variable. The last hypothesis also does not reflect the phenomenon, where this study finds that there is no correlation between job satisfaction and employee turnover intention among Generation Z who are already working. The results of this study do not support previous research with hypotheses 4 "Job satisfaction affects employee turnover intention".

After looking at the results of a comparison between the hypotheses and the results of the research that has been done, it is found that three independent variables and one mediating variable are not supporting the phenomenon found by researchers among Generation Z that the company's efforts to reduce the high rate of employee turnover intention among Generation Z from one company to another. This research shows that the company's efforts to reduce employee turnover intention by enhancing employer brand equity, employment development system, work environment through job satisfaction do not affect the intention of Generation Z employees to leave the company. Therefore, the deficiencies in this study can be used as a reference for further research.

#### **4. CONCLUSION & RECOMMENDATION**

Based on the results of the analysis obtained from the data collected on Generation Z employee respondents in Jakarta and surrounding area to determine the effect of employer brand equity, employment development system, and work environment on employee turnover intention several conclusions are identified. Based on the previous research shows that employer brand equity, employment development system, and work environment through job satisfaction will affect employee turnover intention. However, the results of the analysis show that all efforts that the company gives through improving their employer brand equity to satisfy their employees, employment development system to improve the quality of their employees, and improving the work environment to provide comfort to employees apparently cannot reduce employee intention to changing workplaces. Therefore, since there are no variables that supported the hypotheses in this paper. Thus, the company can improve their retention strategy in another field other than the variables used in this study to reduce the employee turnover intention.

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