COMMITMENT BATTLES GEN Z TURNOVER: FUELED BY DEVELOPMENT AND SATISFACTION TO STAY

FINAL PROJECT

To Fulfill the Requirements for Obtaining a Bachelor's Degree

DELVIA PUTRI ASPASYA

NIM. B1024201032

MANAGEMENT DEPARTMENT

FACULTY OF ECONOMICS AND BUSINESS

UNIVERSITAS TANJUNGPURA

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Declare that This Final Work is my own work, and all sources both quoted and referred to have been correctly stated.

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LEMBAR YURIDIS

COMMITMENT BATTLES GEN Z TURNOVER: FUELED BY DEVELOPMENT AND SATISFACTION TO STAY.

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Dinyatakan telah memenuhi persyaratan dan lulus oleh Majelis Penguji dalam Ujian Karya Akhir Program Riset Karya Akhir dan Komprehensif untuk memperoleh gelar Sarjana.

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ACKNOWLEDGEMENT

Above all, I offer my deepest gratitude to Almighty God, Allah SWT. whose wisdom, providence, and sustaining grace undergirded every stage of this scholarly endeavor. It is through divine guidance and unwavering faith that clarity emerged in moments of uncertainty, perseverance in times of fatigue, and purpose in the pursuit of knowledge. To Him be all honor and glory for the completion of this work. The realization of this research would not have been possible without the steadfast support of mentors, colleagues, institutions, and loved ones whose contributions intellectual, logistical, and moral proved indispensable.

Before turning to those who walked beside me, I wish to pause and offer quiet reverence to the process itself to the long hours of solitude in the archives, the restless nights wrestling with theory, the iterative agony of revision, and the quiet triumphs of clarity finally achieved. This research was not merely produced; it was forged through discipline, doubt, resilience, and revelation.

I thank the rhythm of academic life the early mornings with coffee and citations, the library carrels that became sanctuaries, the blinking cursor that waited patiently as thoughts coalesced. I thank the failures that preceded breakthroughs, the drafts that were discarded so better ones could emerge, and the intellectual discomfort that signalled growth. Finally, I acknowledge the contributions of research participants, archivists, technical staff, and administrative personnel whose roles, though often uncredited in formal outputs, were vital to the operational and ethical integrity of this project.

Any shortcomings or limitations that remain are solely my own.

I extend my sincerest gratitude to:

1. Prof. Dr. Garuda Wiko, S.H., M.Si., FCBArb., as the Rector of Tanjungpura University;

2. Dr. Barkah, S.E., M.Si., as the Dean of the Faculty of Economics and Business at Tanjungpura University;
3. Heriyadi, S.E., M.E., Ph.D., as the Head of the Management Department, Faculty of Economics and Business at Tanjungpura University;
4. Dr. Wenny Pebrianti, S.E., M.Sc., as the Secretary of the Management Department, Faculty of Economics and Business at Tanjungpura University;
5. Bintoro Bagus Purmono, S.E., M.M., as the Coordinator of the Management Study Program, Faculty of Economics and Business at Tanjungpura University;
6. Arman Jaya, S. Pd. I., M.M. and M. Ridwan Ristyawan, S.E., M.B.A., I am grateful for the questions that refused easy answers, for the data that contradicted my hypotheses, and for the feedback that demanded I think deeper, write sharper, and argue more rigorously. These were not obstacles they were teachers. Each dead end redirected me toward a more truthful path. Each moment of frustration carved space for humility. Each revision, however painful, refined not only the manuscript, but the scholar;
7. Ikram Yakin, S.E., M.M., Dr. Titik Rosnani, S.E., M.Si., Hasanudin, S.E., M.M., My gratitude goes to the author's Academic Advisor and final examiners for their constructive feedback, their patience through multiple revisions, and their kind willingness to re-sign the author declaration under evolving conditions;
8. Bintoro Bagus Purmono, S.E., M.M. and all of the lecturers and academic staffs involved in the MBKM Research program, this opportunity comes once in a lifetime and always be a good push to uplift student's potential. Thank you for believing in me and be bridge of hope hand in hand we go together stronger than ever. We learn, we build, we develop, we create, we break all the limits, we see vision and mission, and we unite;
9. Sincere appreciation is extended to all survey respondents across the Indonesian archipelago who generously dedicated their time and insights by voluntarily completing the research questionnaire;

10. Heartfelt gratitude is also owed to my friends and personal network, whose enthusiastic support and willingness to assist in disseminating the questionnaire significantly expanded the reach and representativeness of the data collected;
11. The writer wishes to express sincere gratitude to my parents and family for their unwavering support and encouragement throughout this academic pursuit. Their understanding and belief in her abilities have been instrumental in the successful completion of this work;
12. To my beloved parents, though this document bears my name, its foundation was laid in the values you instilled discipline without rigidity, ambition without arrogance, curiosity without cynicism. I hope, in some small way, this work reflects the dignity of your hopes for me. Thank you not only for what you gave, but for who you are. I stand on your shoulders. This milestone is dedicated to you. Blood runs ticker than water.
13. These 13 reasons why are the writer's best friend of dream and a life saver. Knowing them since 2020 when stepping the foot to college, they are a God's gift and blessings. These 13 beautiful souls are Abdul Razak, Adrian Syal, Angelika Firdaus, Fadillah Rizky Amelia, Fatimah Azzahra Al-Idrus, Fiona Cherenenita, Florensia Alika, Merrie Nathania, Mutiara Khasanah, Natahania Lauren, Novelia, Vivian Vanesa. They are everything. Their unconditional love is pure. They always look at me proudly and protect me at all cost. Life is more beautiful and meaningful with them. No words can describe how much I love them. Through my hardest and easiest day with tears and laugh, they'll be there. The one who fly me this high and catch me if I fall. My absolute 24/7 who taught me life. May I always choose and be chosen by them. Even if the whole world was against me, they are bigger than the entire universe to fight. My mightiest warrior, upon whom empires tremble, the unyielding pillar when storms rage and thrones crack, the one I dare to whisper weakness to, and still stand tall in their shadow. My steel-clad solace. My battle-born sanctuary. The last shield between me and oblivion. They will forever be my beautiful core memories;

14. To my best team ever, IVORY. We have been through thick or thin together by save each other's life and work so hard with full dedication. My new family founding unpredictable growing our love when we start our journey at Summer School 2023 in Malaysia. Many hands, light the load, our strength multiplies, as we uplift each other to the skies. I could not ask for more better team, because they are all I need. 11. The International Class of Management 2020 cohort was instrumental in providing the writer with early friendships and cherished memories during their university experience.
15. The International Class of Management 2020 cohort was instrumental in providing the writer with early friendships and cherished memories during their university experience.
16. The writer expresses sincere gratitude to the countless individuals whose support, encouragement, and belief have been instrumental in the successful completion of this thesis. While it is impossible to acknowledge each person individually, their collective contributions are deeply appreciated.
17. Lastly, I want to thank me. Me, myself, and I. for not giving up the life and comeback stronger from the death of losing the win. When the sun is down, I up there shine bright. No one can stop me from chasing my dream. High dream, high cost, whatever it takes, life or death, the crown must always win. I owe myself the successes in the future and promise myself to be a kind hearted human. I do not compete with other people; the competition will always me vs me. I set my standard so high that no one can compete with me. Only me can beat myself and nothing beats the confidence me. Everyone and everything trying to drag me down, but remember I never fall and always standing strong by myself. Make it happen and shock everyone. This comeback is personal, so I will win. Brain, beauty, behaviour. Power is power. "Heavy is the crown only for the weak". "Why fit in when you were born to stand out". "Whatever happens, stay alive". In conclusion, I would like to express my sincere gratitude to all those who have supported me throughout my academic journey. The encouragement, guidance, and

unwavering belief of my mentors, colleagues, friends, and family were invaluable in bringing this thesis to fruition. It is my sincere hope that this research will inspire future scholars to explore new frontiers of knowledge and make significant contributions to their respective fields. I am truly honoured that you have taken the time to read this thesis. Your interest and support are deeply appreciated.

Pontianak, 18th of July, 2025



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Pertarungan Komitmen Generasi Z: Dipicu oleh Pengembangan dan Kepuasan untuk Tetap Bertahan

ABSTRAK

Penelitian ini bertujuan untuk membantu organisasi yang sedang berkembang dalam mengembangkan strategi retensi yang efektif untuk pekerja Generasi Z di Indonesia dengan mengidentifikasi faktor-faktor kunci yang memengaruhi niat turnover. Pendekatan kuantitatif digunakan, dengan mengumpulkan data dari 246 karyawan Generasi Z melalui kuesioner Google Forms online. Sampling purposif digunakan untuk menargetkan responden yang relevan. Data dianalisis menggunakan SmartPLS 4 untuk mengevaluasi validitas, signifikansi, dan daya penjelas model pengukuran dan model struktural. Komitmen karyawan muncul sebagai prediktor terkuat terhadap penurunan niat turnover. Pengembangan karier dan kepuasan kerja secara positif mempengaruhi komitmen, sementara kepuasan kerja juga secara langsung mengurangi niat turnover. Model ini menjelaskan 75,8% varians dalam niat turnover, menunjukkan reliabilitas dan daya prediksi yang kuat. Retensi karyawan Gen Z didorong oleh komitmen yang ditumbuhkan melalui pengembangan karier, kepuasan kerja, perlakuan adil, pekerjaan yang bermakna, dan keseimbangan kerja-kehidupan, menyoroti kebutuhan akan lingkungan kerja yang mendukung, inklusif, dan memberdayakan. Temuan ini dibatasi oleh fokus pada karyawan Generasi Z Indonesia, yang dapat memengaruhi generalisasi, serta desain cross-sectional yang membatasi kesimpulan kausalitas seiring waktu. Studi ini menjembatani teori dan praktik dengan mengonfirmasi peran mediasi komitmen dalam retensi, memberikan strategi yang dapat diterapkan bagi profesional HR untuk mempertahankan talenta Gen Z di ekonomi berkembang. Temuan ini bersifat inovatif karena fokusnya pada Generasi Z, segmen tenaga kerja yang sedang berkembang dan kurang diteliti dalam penelitian retensi. Penerapannya di Indonesia menambah relevansi regional dan berkontribusi pada pemahaman global tentang pengelolaan talenta Gen Z dalam konteks budaya yang beragam.

Commitment Battles Gen Z Turnover: Fueled by Development and Satisfaction to Stay

ABSTRACT

This study aims to provide growing body organizations develop effective retention strategies for Gen Z workers by identifying key drivers of turnover intentions in Indonesia. A quantitative approach was adopted, collecting data from 246 Gen Z employees via an online Google Forms questionnaire. Purposive sampling was used to target relevant respondents. Data were analyzed using SmartPLS 4 to assess the validity, significance, and explanatory power of both measurement and structural models. Employee commitment emerged as the strongest predictor of reduced turnover intention. Career development and job satisfaction positively influenced commitment, while job satisfaction also directly reduced turnover. The model explained 75.8% of the variance in turnover intention, demonstrating strong reliability and predictive power. Retention of Gen Z employees is driven by commitment fostered through career development, job satisfaction, fair treatment, meaningful work, and work-life balance highlighting the need for supportive, inclusive, and empowering work environments. Findings are limited by the focus on Indonesian Gen Z employees, which may affect generalizability, and the cross-sectional design, which restricts causal inferences over time. The study bridges theory and practice by confirming the mediating role of commitment in retention, offering HR professionals actionable strategies to retain Gen Z talent in developing economies. This finding is novel in its focus on Generation Z, an emerging workforce segment understudied in retention research. Its application in Indonesia adds regional relevance and contributes to the global understanding of managing Gen Z talent in diverse cultural settings.

RINGKASAN

PERTARUNGAN KOMITMEN GENERASI Z: DIPICU OLEH PENGEMBANGAN DAN KEPUASAN UNTUK TETAP BERTAHAN

1. Latar Belakang

1. Pendahuluan

Generasi Z, yang lahir antara tahun 1997 dan 2012, semakin banyak mencari pekerjaan di luar negeri, didorong oleh keinginan untuk mendapatkan gaji yang lebih tinggi, lingkungan kerja yang mendukung, dan kepuasan profesional yang lebih besar — fenomena yang secara informal disebut "run-away first." Mobilitas global ini, yang difasilitasi oleh platform digital, mencerminkan pergeseran prioritas generasi: Gen Z mengutamakan kesejahteraan psikologis, keseimbangan kerja-hidup, dan budaya inklusif di atas keamanan kerja tradisional. Kesediaan mereka untuk menantang norma-norma pekerjaan yang usang dan meninggalkan peran yang tidak sejalan dengan nilai-nilai mereka menandakan transformasi yang lebih luas dalam ekspektasi tenaga kerja, memaksa negara asal — terutama Indonesia — untuk menghadapi implikasi potensi "brain drain" dan mengevaluasi kembali struktur tempat kerja domestik.

Niat untuk pindah kerja di kalangan Generasi Z — dengan 69% responden Indonesia yang disurvei berencana untuk resign — menyoroti urgensi bagi organisasi untuk memodernisasi praktik sumber daya manusia. Model tradisional tidak lagi memadai; pemberi kerja harus menciptakan lingkungan yang mendukung otonomi karier, menawarkan pengaturan fleksibel, dan menyelaraskan nilai-nilai institusional dengan pengembangan karyawan. Diskriminasi, ketidakcocokan budaya, dan ekspektasi karier yang tidak terpenuhi memperparah tingkat turnover, sementara penelitian menunjukkan

bahwa keadilan organisasi, keselarasan manajemen talenta, dan inovasi berorientasi manusia (misalnya prinsip-prinsip Industry 5.0) merupakan mediator kritis dalam retensi. Permintaan Gen Z akan pekerjaan yang bermakna dan pengakuan yang berarti menuntut reformasi sistemik dalam manajemen sumber daya manusia untuk mengubah kepuasan kerja menjadi komitmen yang berkelanjutan.

Studi ini secara empiris menganalisis interaksi antara pengembangan karier, kepuasan kerja, komitmen karyawan, dan niat untuk pindah kerja di kalangan 246 pekerja Generasi Z di Indonesia, menggunakan SmartPLS 4 untuk analisis persamaan struktural. Studi ini menanggapi celah penelitian yang kritis: ketidakhadiran model yang spesifik konteks dan disesuaikan dengan generasi untuk menjelaskan dinamika retensi di ekonomi emerging. Dengan menempatkan komitmen karyawan sebagai variabel mediasi, studi ini menawarkan kerangka kerja yang tervalidasi bagi organisasi untuk mengurangi tingkat turnover dan memanfaatkan potensi inovatif Generasi Z. Temuan ini bertujuan untuk memberikan wawasan yang dapat diterapkan bagi diskursus akademis dan strategi HR praktis, guna membangun tempat kerja yang tangguh dan selaras dengan nilai-nilai dalam era volatilitas pasar tenaga kerja yang belum pernah terjadi sebelumnya.

2. Tujuan Penelitian

Berdasaran rumusan masalah diatas, maka tujuan penelitian ini adalah:

H1: Untuk menguji dan menganalisis pengaruh pengembangan karier terhadap komitmen karyawan secara signifikan positif.

H2: Untuk menguji dan menganalisis pengaruh kepuasan kerja terhadap komitmen karyawan secara signifikan positif.

H3: Untuk menguji dan menganalisis pengaruh kepuasan kerja terhadap niat turnover secara signifikan positif.

H4: Untuk menguji dan menganalisis pengaruh pengembangan karier terhadap retensi karyawan secara signifikan.

H5: Untuk menguji dan menganalisis pengaruh komitmen karyawan terhadap retensi karyawan secara signifikan positif.

H6: Untuk menguji dan menganalisis pengaruh komitmen karyawan terhadap niat turnover secara signifikan positif.

H7: Untuk menguji dan menganalisis pengaruh retensi karyawan terhadap niat turnover secara signifikan positif.

H8: Untuk menguji dan menganalisis pengaruh pengembangan karier terhadap kepuasan kerja secara signifikan positif.

H9: Untuk menguji dan menganalisis pengaruh mediasi komitmen karyawan dalam hubungan antara pengembangan karier dan retensi karyawan.

H10: Untuk menguji dan menganalisis pengaruh mediasi komitmen karyawan dalam hubungan antara kepuasan kerja dan niat turnover.

H11: Untuk menguji dan menganalisis pengaruh mediasi retensi karyawan dalam hubungan antara komitmen karyawan dan niat turnover.

H12: Untuk menguji dan menganalisis pengaruh mediasi komitmen karyawan dalam hubungan antara pengembangan karier dan niat turnover.

H13: Untuk menguji dan menganalisis pengaruh mediasi komitmen karyawan dalam hubungan antara kepuasan kerja dan retensi karyawan.

H14: Untuk menguji dan menganalisis pengaruh mediasi retensi karyawan dalam hubungan antara pengembangan karier dan niat turnover.

2. Metode Penelitian

Penelitian ini menggunakan desain penelitian kuantitatif karena keefektifannya dalam pengujian hipotesis dan inferensi statistik (Creswell & Creswell, 2018). Dengan menggunakan sampling purposif, dipilih 246 peserta Generasi Z Indonesia (lahir antara 1997–2012) yang saat ini bekerja atau memiliki pengalaman kerja. Data dikumpulkan melalui kuesioner terstruktur yang didistribusikan melalui Google Forms, menggunakan skala Likert 5 poin. Untuk memastikan konsistensi dan keandalan, instrumen yang telah tervalidasi digunakan (Bryman, 2016). Analisis data dilakukan menggunakan Sparse Partial Least Squares (SPLS), yang efektif dalam mengatasi multikolinearitas dan mengidentifikasi prediktor kunci (Chun & Kele¸s, 2009).

Analisis disusun sekitar dua komponen utama: model pengukuran (model luar) dan model struktural (model dalam). Model luar mengevaluasi keandalan (menggunakan Cronbach's alpha dan keandalan komposit ≥ 0.70), validitas konvergen (AVE ≥ 0.50), dan validitas diskriminan (melalui kriteria Fornell-Larcker atau rasio HTMT). Analisis Faktor Konfirmatif (CFA) memastikan beban faktor yang memadai (≥ 0.70). Setelah diverifikasi, model dalam menguji hubungan yang dihipotesiskan menggunakan koefisien jalur (β), tingkat signifikansi ($p < 0.05$), nilai R^2, dan ukuran efek (f^2). Efek mediasi dianalisis melalui bootstrapping, dan kesesuaian model secara keseluruhan dievaluasi menggunakan indeks seperti CFI, TLI, RMSEA, dan SRMR.

3. Hasil dan Pembahasan

Penelitian terhadap 246 pekerja Gen Z di Indonesia mengungkap bahwa komitmen karyawan adalah faktor paling kuat dalam memprediksi retensi dan menekan niat turnover, dengan model mampu menjelaskan 75,8% varians niat turnover — angka yang sangat tinggi dan menunjukkan relevansi praktis besar. Komitmen karyawan dibentuk secara signifikan oleh

kepuasan kerja (β=0,529) dan pengembangan karier (β=0,286). Namun, temuan mengejutkan muncul: kepuasan kerja justru meningkatkan niat turnover (β=0,303), begitu pula komitmen (β=0,484) dan retensi (β=0,722). Ini menunjukkan bahwa bagi Gen Z, kepuasan dan komitmen bukan jaminan loyalitas jangka panjang — mereka yang puas dan terikat justru lebih percaya diri mencari peluang lebih baik, terutama jika nilai pribadi atau pertumbuhan karier tidak terpenuhi.

Dari sisi mediasi, komitmen terbukti menjadi mediator penting antara kepuasan kerja → retensi (H13) dan pengembangan karier → retensi (H9). Namun, komitmen gagal menjembatani hubungan kepuasan/pengembangan karier → niat turnover (H10 & H12), artinya keputusan Gen Z untuk pindah kerja seringkali bersifat langsung, bukan karena kehilangan komitmen. Sebaliknya, retensi karyawan terbukti menjadi mediator kuat antara komitmen → niat turnover (H11) dan pengembangan karier → niat turnover (H14). Artinya, upaya mempertahankan karyawan melalui apresiasi, otonomi, dan iklim kerja positif bisa menjadi "rem terakhir" sebelum mereka benar-benar pergi.

4. Kesimpulan

Penelitian berjudul "Commitment Battles Gen Z Turnover: Fueled by Development and Satisfaction to Stay" memberikan wawasan penting tentang dinamika yang memengaruhi retensi karyawan Generasi Z di Indonesia, menunjukkan bahwa komitmen karyawan merupakan prediktor terkuat dalam mempertahankan talenta dan menekan niat turnover, yang terutama didorong oleh pengembangan karier dan kepuasan kerja. Pertumbuhan karier menyelaraskan aspirasi pribadi dengan tujuan organisasi, sementara perlakuan adil, pekerjaan bermakna, dan keseimbangan kerja-hidup meningkatkan kepuasan kerja serta mengurangi keinginan untuk hengkang. Temuan ini menegaskan pentingnya menciptakan lingkungan kerja yang emosional mendukung, inklusif, dan memberdayakan, di mana Gen Z merasa dihargai, termotivasi, dan memiliki

ruang untuk berkembang. Ke depan, organisasi perlu merancang ulang strategi SDM yang selaras dengan nilai dan harapan generasi digital ini, seperti menyediakan jalur karier terstruktur, program mentorship, pelatihan berbasis ambisi individu, serta kebijakan kerja fleksibel, pengakuan kinerja, dan kepemimpinan inklusif. Pemanfaatan teknologi juga krusial untuk mempersonalisasi perencanaan karier dan umpan balik, sehingga Gen Z terus merasa pekerjaannya bernilai — langkah strategis yang tidak hanya meningkatkan retensi, tetapi juga membuka potensi kreatif mereka agar organisasi tetap kompetitif dalam pasar kerja yang terus berubah.

SUMMARY

COMMITMENT BATTLES GEN Z TURNOVER: FUELED BY DEVELOPMENT AND SATISFACTION TO STAY

1. Background

a. Introduction

Generation Z, born between 1997 and 2012, is increasingly seeking employment abroad, driven by the pursuit of higher salaries, supportive work environments, and greater professional fulfillment — a phenomenon colloquially termed "run-away first." This global mobility, facilitated by digital platforms, reflects a generational shift in priorities: Gen Z places psychological well-being, work-life balance, and inclusive cultures above traditional job security. Their willingness to challenge outdated employment norms and exit roles misaligned with their values signals a broader transformation in labor expectations, compelling home countries — particularly Indonesia — to confront the implications of a potential "brain drain" and reevaluate domestic workplace structures.

The rising turnover intentions among Gen Z — with 69% of surveyed Indonesian respondents planning to resign — underscore the urgency for organizations to modernize human resource practices. Traditional models no longer suffice; employers must foster environments that support career autonomy, offer flexible arrangements, and align institutional values with employee development. Discrimination, cultural misalignment, and unmet career expectations exacerbate attrition, while research confirms that organizational justice, talent management congruence, and human-centered innovation (e.g., Industry 5.0 principles) are critical mediators of retention. Gen Z's demand for purposeful work and meaningful recognition necessitates systemic HR reforms to convert job satisfaction into sustained commitment.

This study empirically examines the interplay between career development, job satisfaction, employee commitment, and turnover intention among 246 Gen Z workers in Indonesia, using SmartPLS 4 for structural equation modeling. It addresses a critical research gap: the absence of context-specific, generationally tailored models that explain retention dynamics in emerging economies. By positioning employee commitment as a mediating variable, the study offers a validated framework for organizations to mitigate turnover and harness Gen Z's innovative potential. The findings aim to inform both academic discourse and practical HR strategy, providing actionable insights for building resilient, values-aligned workplaces in an era of unprecedented labour market volatility.

b. Research Objectives

Based on the problem formulation above, the objectives of this study are:

H1: To test and analyze the significant positive effect of career development on employee commitment.

H2: To test and analyze the significant positive effect of job satisfaction on employee commitment.

H3: To test and analyze the significant positive effect of job satisfaction on turnover intention.

H4: To test and analyze the significant effect of career development on employee retention.

H5: To test and analyze the significant positive effect of employee commitment on employee retention.

H6: To test and analyze the significant positive effect of employee commitment on turnover intention.

H7: To test and analyze the significant positive effect of employee retention on turnover intention.

H8: To test and analyze the significant positive effect of career

development on job satisfaction.

H9: To test and analyze the mediating effect of employee commitment in the relationship between career development and employee retention.

H10: To test and analyze the mediating effect of employee commitment in the relationship between job satisfaction and turnover intention.

H11: To test and analyze the mediating effect of employee retention in the relationship between employee commitment and turnover intention.

H12: To test and analyze the mediating effect of employee commitment in the relationship between career development and turnover intention.

H13: To test and analyze the mediating effect of employee commitment in the relationship between job satisfaction and employee retention.

H14: To test and analyze the mediating effect of employee retention in the relationship between career development and turnover intention.

2. Research Methodology

This study adopts a quantitative research design due to its effectiveness in hypothesis testing and statistical inference (Creswell & Creswell, 2018). Using purposive sampling, 246 Indonesian Gen Z participants (born 1997–2012) who are currently employed or have prior work experience were selected. Data was collected via a structured questionnaire distributed through Google Forms, employing a 5-point Likert scale. Validated instruments were used to ensure consistency and reliability (Bryman, 2016). Data analysis was conducted using Sparse Partial Least Squares (SPLS), which effectively addresses multicollinearity and identifies key predictors (Chun & Keleş, 2009).

The analysis was structured around two main components: the measurement model (outer model) and the structural model (inner model).

The outer model evaluated reliability (Cronbach's alpha and composite reliability ≥ 0.70), convergent validity (AVE ≥ 0.50), and discriminant validity (via Fornell-Larcker criterion or HTMT ratio). Confirmatory Factor Analysis (CFA) ensured adequate factor loadings (≥ 0.70). Once validated, the inner model tested hypothesized relationships using path coefficients (β), significance levels ($p < 0.05$), R^2 values, and effect sizes (f^2). Mediation effects were examined via bootstrapping, and overall model fit was assessed using indices such as CFI, TLI, RMSEA, and SRMR.

3. Results and Discussion

Analysis of 246 Gen Z employees in Indonesia reveals that employee commitment is the strongest predictor of retention and reduced turnover intention, with the model explaining 75.8% of variance in turnover intention a remarkably high value indicating strong practical relevance. Commitment is significantly shaped by job satisfaction (β=0.529) and career development (β=0.286). However, counterintuitive findings emerged: job satisfaction increases turnover intention (β=0.303), as do commitment (β=0.484) and retention (β=0.722). This suggests that for Gen Z, satisfaction and commitment do not guarantee long-term loyalty — those who feel fulfilled and attached are often more confident in seeking better opportunities, especially when personal values or career growth remain unmet.

Regarding mediation, commitment significantly mediates the relationships between job satisfaction → retention (H13) and career development → retention (H9). However, it fails to mediate the links between job satisfaction/career development → turnover intention (H10 & H12), indicating that Gen Z's decision to leave is often direct, not driven by eroded commitment. Conversely, employee retention strongly mediates the relationships between commitment → turnover intention (H11) and career development → turnover intention (H14). This implies that proactive retention efforts — through recognition, autonomy, and positive workplace culture — can act as a "final brake" before employees ultimately depart.

4. Conclusion

The study titled *"Commitment Battles Gen Z Turnover: Fueled by Development and Satisfaction to Stay"* provides critical insights into the dynamics influencing Gen Z employee retention in Indonesia. It confirms that employee commitment is the strongest predictor of talent retention and reduced turnover intention, primarily fueled by career development and job satisfaction. Career growth aligns personal aspirations with organizational goals, while fair treatment, meaningful work, and work-life balance enhance satisfaction and reduce departure likelihood. These findings highlight the need for emotionally supportive, inclusive, and empowering workplaces where Gen Z feels valued, motivated, and enabled to grow.

Looking ahead, organizations must redesign HR strategies to align with this digitally native, values-driven generation. This includes implementing structured career paths, mentorship programs, and personalized skill-building initiatives. Fostering intrinsic satisfaction through flexible work, recognition systems, and inclusive leadership is essential to strengthen emotional bonds. Technology must be leveraged to personalize career planning and feedback, ensuring Gen Z continuously perceives value in their roles. Integrating these practices not only improves retention but also unlocks Gen Z's creative potential — enabling organizations to remain competitive and adaptive in today's rapidly evolving labor market.

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Commitment Battles Gen Z Turnover: Fueled by Development and Satisfaction to Stay.

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Abstract

Purpose: This study aims to provide growing body organizations develop effective retention strategies for Gen Z workers by identifying key drivers of turnover intentions in Indonesia.