MITIGATING BRAIN DRAIN THROUGH EMPLOYEE ENGAGEMENT: HOW PERCEIVED ORGANIZATIONAL SUPPORT, EMPLOYEE WELL-BEING AND CAREER DEVELOPMENT INFLUENCE ZILLENNIALS' TURNOVER INTENTION

KARYA AKHIR

Untuk Memenuhi Persyaratan
Memperoleh Gelar Sarjana

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PROGRAM STUDI MANAJEMEN
FAKULTAS EKONOMI DAN BISNIS
UNIVERSITAS TANJUNGPURA
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Mitigating Brain Drain Through Employee Engagement: How Perceived Organizational Support, Employee Well-Being and Career Development Influence Zillennials' Turnover Intention

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ABSTRACT

Brain drain has become popular among Zillennials reflecting their growing awareness of international career opportunities. This trend poses a challenge to Indonesia's economic development particularly in sectors like banking where high employee turnover is common. As organizations face the threat of losing talented employees, adapting retention strategies is crucial to reduce turnover intention. Engaged employees are a key competitive advantage. This research aims to examine how perceived organizational support, employee well-being and career development influence turnover intention with employee engagement as a mediator. Data were collected from 258 Zillennial employees (born between 1992 and 2002) currently working at banks in Indonesia, each with at least six months of experience and awareness of international career trend like hashtag #KaburAjaDulu. Questionnaires were distributed via social media and data were analyzed using SmartPLS 4 with structural equation modelling (SEM). The findings demonstrate that perceived organizational support, employee well-being and career development positively influence employee engagement, while employee engagement negatively influences turnover intention. Notably, perceived organizational support and career development reduce turnover intention, while employee well-being's effect on turnover intention is through mediation of employee engagement. Employee engagement plays a key mediating role of perceived organizational support, employee well-being, career development and turnover intention.

Keywords: *Turnover Intention; Employee Engagement; Perceived Organizational Support; Employee Well-Being; Career Development.*

RINGKASAN KARYA AKHIR

Mitigating Brain Drain Through Employee Engagement: How Perceived Organizational Support, Employee Well-Being and Career Development Influence Zillennials' Turnover Intention

1. Introduction

In recent years, Indonesia has witnessed a growing trend of young professionals, especially Zillennials (born 1992-2002), expressing a desire to seek employment opportunities abroad, a phenomenon reflected in the popularity of the hashtag #KaburAjaDulu. This trend raises significant concerns about brain drain, as a large number of skilled workers migrate overseas, affecting Indonesia's potential for economic growth. Among the most impacted industries is the banking sector, which is already facing high employee turnover rates of 15-20% annually. The increasing mobility of young talent highlights an urgent need for companies, particularly in the financial sector, to enhance employee retention strategies and address the factors that drive turnover intention.

Key contributors to turnover intention include perceived organizational support (POS), employee well-being, and career development. POS refers to how much employees feel their organization values and supports them, while well-being encompasses life, workplace, and psychological aspects of employees' experiences. Career development involves structured organizational efforts to help employees grow professionally. These three factors not only influence turnover intention directly but also impact employee engagement, a critical element that reflects the emotional and psychological investment employees have in their work.

Research consistently shows that higher levels of POS, employee well-being, and career development are associated with stronger employee engagement and reduced turnover intention. Employee engagement acts as a mediating factor in these relationships, suggesting that when employees feel supported, healthy, and provided with growth opportunities, they are more likely to stay committed to their organization. However, some contradictory findings in the literature reveal that these relationships may vary across contexts and sectors, indicating a need for further exploration, particularly in the Indonesian banking industry.

Therefore, this study aims to fill the research gap by analyzing how perceived organizational support, employee well-being, and career development influence turnover intention, with employee engagement as a mediator, specifically among Zillennials in Indonesia's banking sector. Grounded in Social Exchange Theory (SET), this research emphasizes reciprocal relationships between employees and organizations, contributing practical insights to HR strategies aiming to reduce turnover and retain high-potential talent in an increasingly globalized labor market.

2. Research Problem

1) Does perceived organizational support influence turnover intention of Zillennials in Indonesian banking?

2) Does perceived organizational support influence employee engagement of Zillennials in Indonesian banking?
3) Does employee well-being influence turnover intention of Zillennials in Indonesian banking?
4) Does employee well-being influence employee engagement of Zillennials in Indonesian banking?
5) Does career development influence turnover intention of Zillennials in Indonesian banking?
6) Does career development influence employee engagement of Zillennials in Indonesian banking?
7) Does employee engagement influence turnover intention of Zillennials in Indonesian banking?
8) Does perceived organizational support influence turnover intention mediated by employee engagement of Zillennials in Indonesian banking?
9) Does employee well-being influence turnover intention mediated by employee engagement of Zillennials in Indonesian banking?
10) Does career development influence turnover intention mediated by employee engagement of Zillennials in Indonesian banking?

3. Research Objective

1) To test and to analyze the influence of perceived organizational support on turnover intention of Zillennials in Indonesian banking.
2) To test and to analyze the influence of perceived organizational support on employee engagement of Zillennials in Indonesian banking.
3) To test and to analyze the influence of employee well-being on turnover intention of Zillennials in Indonesian banking.
4) To test and to analyze the influence of employee well-being on employee engagement of Zillennials in Indonesian banking.
5) To test and to analyze the influence of career development on turnover intention of Zillennials in Indonesian banking.
6) To test and to analyze the influence of career development on employee engagement of Zillennials in Indonesian banking.
7) To test and to analyze the influence of employee engagement on turnover intention of Zillennials in Indonesian banking.
8) To test and to analyze the influence of perceived organizational support on turnover intention mediated by employee engagement of Zillennials in Indonesian banking.
9) To test and to analyze the influence of employee well-being on turnover intention mediated by employee engagement of Zillennials in Indonesian banking.
10) To test and to analyze the influence of career development on turnover intention mediated by employee engagement of Zillennials in Indonesian banking.

4. Research Method

This study adopts a quantitative approach with a causal associative design to examine the relationships between perceived organizational support, employee well-being, career development, employee engagement, and turnover intention. Data was collected using a Likert-scale questionnaire (1-5), distributed online via social media. Each variable is measured using indicators adapted from previous validated studies. The population consists of Zillennials (born 1992-2002) working in Indonesian banks, and a purposive sampling technique was applied with criteria such as working experience of at least 6 months and awareness of international career trends like #KaburAjaDulu. Based on the Lemeshow formula, the minimum required sample was 100, but this study collected data from 258 respondents. Data analysis was carried out using SmartPLS 4, which utilizes PLS-SEM and bootstrapping techniques to evaluate both the measurement model and structural model, ensuring the reliability and validity of the proposed relationships.

5. Results

1) The first hypothesis posited that perceived organizational support would have a significant negative effect on turnover intention. The results support this hypothesis (path coefficient = -0.246, p = 0.003), indicating that higher levels of perceived support from the organization lead to a reduction in turnover intention.

2) The second hypothesis suggested that perceived organizational support would positively influences employee engagement. The study confirms this hypothesis with a significant positive relationship (path coefficient = 0.243, p = 0.000).

3) The third hypothesis postulated that employee well-being would negatively affect turnover intention. The results show a negative effect (path coefficient = -0.102, p = 0.063), but the relationship was not statistically significant at the 0.05 level.

4) The fourth hypothesis proposed that employee well-being would positively affect employee engagement and this was supported by the findings (path coefficient = 0.399, p = 0.000).

5) The fifth hypothesis suggested that career development would negatively affect turnover intention. This hypothesis is supported by the findings (path coefficient = -0.275, p = 0.002), which demonstrate that as career development opportunities increase, turnover intention decreases.

6) Hypothesis six proposed that career development would positively affect employee engagement. The results confirm this hypothesis (path coefficient = 0.269, p = 0.000), showing a significant positive relationship between career development and engagement.

7) Hypothesis seven examined the relationship between employee engagement and turnover intention, proposing that higher engagement levels would reduce turnover intention. The findings strongly support this hypothesis (path coefficient = -0.315, p = 0.000).

8) The eighth hypothesis tested whether employee engagement mediates the relationship between perceived organizational support and turnover

intention. The results show that employee engagement acts as a significant mediator (path coefficient = -0.076, p = 0.022), supporting this hypothesis.

9) The ninth hypothesis explored whether employee engagement mediates the relationship between employee well-being and turnover intention. The mediation effect is confirmed (path coefficient = -0.126, p = 0.000).

10) Finally, hypothesis ten suggested that employee engagement mediates the relationship between career development and turnover intention. This hypothesis is supported by the findings (path coefficient = -0.085, p = 0.006), indicating that career development reduces turnover intention through increased employee engagement.

6. Conclusion and Recommendations

1) Conclusion

Based on the research conducted, it can be concluded that the influence of perceived organizational support, employee well-being and career development on employee turnover intention with employee engagement as a mediator is highly significant in reducing the phenomenon of brain drain among Zillennials in Indonesia's banking sector. Perceived organizational support, employee well-being and career development positively influence employee engagement, while employee engagement negatively influences turnover intention. Moreover, perceived organizational support and career development reduce turnover intention, employees who feel valued and supported by the organization tend to have lower turnover intention and clear career development paths and opportunities for growth within the organization substantially decrease employees' desire to seek job opportunities outside the company. Meanwhile, employee well-being's effect on turnover intention is through mediation of employee engagement. Employee well-being which encompasses both personal and professional life conditions plays a crucial role in reducing turnover intention through employee engagement. Employee engagement plays a key mediating role of perceived organizational support, employee well-being career development and turnover intention.

2) Recommendations

Based on the conclusion, several recommendations can be made. First, companies should prioritize the provision of clear and consistent organizational support. Second, organizations must ensure that employee well-being is maintained. Third, career development programs should be designed to provide clear growth paths for employees. Fourth, companies should focus on enhancing employee engagement by aligning organizational support, well-being and career development strategies. Last but not least, for future research, it is recommended to expand the scope of variables tested and to explore other industries besides banking.

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Mitigating Brain Drain Through Employee Engagement: How Perceived Organizational Support, Employee Well-Being and Career Development Influence Zillennials' Turnover Intention

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ABSTRACT

Brain drain has become popular among Zillennials reflecting their growing awareness of international career opportunities. This trend poses a challenge to Indonesia's economic development particularly in sectors like banking where high employee turnover is common. As organizations face the threat of losing talented employees, adapting retention strategies is crucial to reduce turnover intention. Engaged employees are a key competitive advantage. This research aims to examine how perceived organizational support, employee well-being and career development influence turnover intention with employee engagement as a mediator. Data were collected from 258 Zillennial employees (born between 1992 and 2002) currently working at banks in Indonesia, each with at least six months of experience and awareness of international career trend like hashtag #KaburAjaDulu. Questionnaires were distributed via social media and data were analyzed using SmartPLS 4 with structural equation modelling (SEM). The findings demonstrate that perceived organizational support, employee well-being and career development positively influence employee engagement, while employee engagement negatively influences turnover intention. Notably, perceived organizational support and career development reduce turnover intention, while employee well-being's effect on turnover intention is through mediation of employee engagement. Employee engagement plays a key mediating role of perceived organizational support, employee well-being, career development and turnover intention.

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INTRODUCTION

As of 2025, hashtag #KaburAjaDulu meaning "Leave First" becomes popular on Indonesian social media and this trend indicates a growing tendency among Indonesian professionals, especially young people, to grow interest, openness or awareness on employment opportunities abroad and therefore increases concern about brain drain (CNN Indonesia, 2025b). Brain drain, the large-scale migration of skilled professionals in search of better employment opportunities abroad, thus becomes a challenge for Indonesia as an emerging economy with demographic bonus (Iqbal et al., 2021). According to Badan Pusat Statistik (2024), the Ministry of Foreign Affairs revealed that by December 2023, 440 thousand of Indonesians are abroad for work and these numbers are predicted to increase with globalization and digitalization. The most affected generation is Zillennials (born 1992–2002, considered as late Millennials and early Generation Z) which is a microgeneration that bridges Millennials and Gen Z that are very adaptable, fluent digitally and is crucial to country's future economic growth (Forbes, 2024). Survey shows that by February 2025, 41% of Generation Z and 32% of millennial generation in Indonesia have desire or consider moving abroad and this percentage is higher than other generations such as Generation X (1965-1980) at 26% and baby boomer generation (1946-1964) at 12% (CNN Indonesia, 2025a). Furthermore, brain drain affects several key sectors across various industries with significant implications and one of them is finance sector particularly in banking industry (Iqbal et al., 2021). At the same time, Indonesia's banking industry is facing a persistent challenge of high employee turnover, with annual rates reaching 15–20% (Bank Mandiri, 2024).

Recent workforce data as previously stated has emphasized the urgent need to mitigate brain drain among young Indonesian professionals. Emerging markets like Indonesia are at risk of losing high-potential professionals if companies fail to adapt their retention strategies to reduce turnover intention (Desiana et al., 2024). This requires efforts from Indonesian companies including banks together with human resources (HR) practitioners, to reduce turnover intention, as human resources are an organization's greatest asset and engaged human resources are an organization's competitive advantage that are critical resource for an organization as they have the intelligence, talent, energy, desire, knowledge, emotions and creativity which are essential for an organization to achieve its vision and mission (Tedja & Dwijaya, 2023). Employees and organization are two inseparable things in achieving goals for organizational sustainability.

Indonesian labor migration indicating employee turnover is caused by lack of good local job opportunities (World Bank, 2017). Turnover intention is an employee's conscious and deliberate willingness to leave their organization Afrizawati et al. (2021). According to Syahlidi et al. (2024), an employee is likely to leave if they have thought about quitting, are actively looking for a new job within a year and would immediately accept a better offer if given the chance. In the modern workforce, three critical drivers of turnover intention: perceived organizational support, employee well-being and career development play a significant role in employees' turnover intention. Perceived organizational support is general beliefs employees develop about how much their organization values their work and cares about their well-being (Eisenberger et al., 2020). According to Tamundong and Caballero (2024), recognition of employee contributions, concern for employee welfare, support for employee satisfaction and appreciation of employee achievements boosts perceived organizational support. Meanwhile, according to Zheng et al. (2015), employee well-being is a holistic condition resulting from life, workplace and psychological well-being. The life aspect includes personal and family care

(reflecting an employee's personal emotions) and family members (family life problems), the work aspect includes work-related elements such as compensation and benefits, labor protection, logistics service, management style and work arrangements and the psychological aspect includes learning, growth, work achievement and self-actualization. Additionally, career development refers to a continuing process in enhancing employees' skills, expanding their job roles and exploring career opportunities to fulfill both personal aspirations and professional objectives within an organizational context (Ajala, 2024). Acccording to Asria et al. (2025), organizations play a crucial role in facilitating career development through structured support mechanisms such as career information, placement of employees in the right job, workforce development and promotion.

Previous studies have examined the relationships between each perceived organizational support, employee well-being and career development on turnover intention. Research by Albalawi et al. (2019), Davaasuren et al. (2024), Jing and Yan (2022), Marcella and Satrya (2023) and Tamundong and Cabellero (2024) found a strong negative correlation between perceived organizational support and turnover intention, employees who perceive higher organizational support generally report lower turnover intention. Moreover, research by Langove et al. (2024), Ahmad and Kaleem (2020) and Gordon et al. (2019) found that employee well-being showed a significant negative relationship with turnover intention. Furthermore, research by Bawono and Lo (2020), Rajapakshe (2021) and Dewi and Nurhayati (2021) found that career development has a significant negative effect on turnover intention.

Employee engagement turns out to drive each of these relationships as well. Employee engagement is a condition in a company where employees are fully committed to the organization's goals and values, motivated to work not only for the rewards they receive but also to contribute to the organization's success (Ramdan et al., 2022). According to Syahlidi et al. (2024), employee engagement denotes the level of dedication, vigor and absorption an employee exhibits towards their work and workplace.

Previous studies have examined the relationships between each perceived organizational support, employee well-being, career development on employee engagement as well as the effect of employee engagement on turnover intention. Higher levels of employee engagement significantly correlate with lower turnover intentions, as evidenced by Desiana et al. (2024), McCarthy et al. (2020), Naufer and Kumar (2020) and Syahlidi et al. (2024) found that organizational practice that enhances employee engagement can diminish turnover intention significantly. Meanwhile, research showed that perceived organizational support significantly influences employee engagement. For instance, researches found a positive correlation between perceived organizational support and employee engagement, suggesting that increased perception of support leads to enhanced engagement level among employees (Alshaabani et al., 2021; Fetriah & Hermingsih, 2023; Imran et al., 2020; Sindhura, 2022; Sulistyawati & Sufriadi, 2020). Moreover, previous researches has shown that employee well-being positively significantly affects employee engagement, strategies focused on enhancing employee well-being are proven to elevate engagement level (Gomez & Chavez, 2023; Rasool et al., 2021; Wieneke et al., 2019). Furthermore, empirical evidence showed that effective career development practices positively influence employee engagement across various sectors. For instance, Jia-jun and Hua-ming (2022), Korankye and Zhu (2022) and Mdletshe (2023) highlight the transformative impact of career development within companies, asserting a strong positive correlation between career development initiative and heightened employee engagement.

The researches' findings as previously stated suggested that enhancing employee engagement as a strategic mechanism can be pivotal for organizations seeking to bolster perceived organizational support, employee well-being and career development and minimize turnover intention. This concept is also further proven by few researches such as research by Firdaus et al. (2023) and Bas and Çınar (2021) found that employee engagement mediates the relationship between perceived organizational support and turnover intention in one specific bank and healthcare sector. Research by Desiana et al. (2024) demonstrates that higher employee well-being can reduce turnover intention through employee engagement. Another research by Zahari et al. (2020) found that effective career development enhances employee engagement which subsequently lowers turnover intention in their research among permanent officers in Bank Syariah Mandiri.

However, some researchers have reported differing findings regarding these variables. Research by Saralita and Ardiyanti (2020) found non-significant and positive relationship between perceived organizational support and turnover intention in private hospital. Other researches by Desiana et al. (2024) and Yunikawati et al. (2021) show that employee well-being does not significantly affect turnover intention. Rajapakshe's study (2021) highlights that career development has no effect on turnover intention among engineers. Besides, Niraula and Kharel (2023) have reported a negative or insignificant relationship between career development and employee engagement, indicating a need for further exploration into this dynamic. These differing research outcomes motivate the researcher to investigate whether perceived organizational support, employee well-being and career development affect turnover intention with employee engagement as mediating factor.

Thus, despite the results, while several previous researches have analyzed the direct effect of each perceived organizational support, employee well-being and career development on each employee engagement and turnover intention as well as the direct effect of employee engagement on turnover intention, the research integrating these variables into a more comprehensive model and the mediating role of employee engagement in the relationship between perceived organizational support, employee well-being, career development and turnover intention remains under explored especially in the context of Indonesia's banking sector and focusing on Zillennialls aware of international career opportunity.

This study is grounded in social exchange theory (SET) suggesting that people form relationships based on mutual benefits (Ayuningtias et al., 2019), which posits that positive actions by organization lead to reciprocal positive behaviors from human resources. Additionally, this study applies a modern perspective to perceived organizational support, employee well-being, employee engagement and turnover intention making the findings relevant to today's HR strategies. As a result, this study provides new insights by analyzing how perceived organizational support, employee well-being and career development influence employee engagement leading to less turnover intention.