

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.

Methodology/approach: 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.

Results/findings: 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.

Conclusions: 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.

Limitations: 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.

Contribution: 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.

Keywords: *Career Development, Employee Commitment, Employee Retention, Job Satisfaction, Turnover Intention.*

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1. Introduction

It is quite worrying that Gen Z flock abroad in search of a better life and find greater opportunities at work, both in terms of salaries and environments that support the discipline of organizational work commitments that pay attention to the well-being of their employees. Gen Z's trend of seeking employment abroad challenges their home countries, which face the loss of a generation prioritizing professional fulfillment and supportive work cultures (Aggarwal et al., 2022). The trend that is currently being discussed is "run-away first," generating many perspectives that influence Gen Z to collect more money abroad because the pay is many times higher than the salary in Indonesia. The widespread use of these platforms by Gen Z enables them to explore global job markets and entrepreneurial opportunities, offering access to possibilities that were unavailable to earlier generations (Rudolph & Zacher, 2023).

Gen Z prioritizes workplace happiness and inclusivity, demonstrating a deep commitment to environments that support their psychological well-being (Katsaros, 2024). Gen Z is unafraid to challenge traditional employment norms, often prioritizing intrinsic factors such as professional development and community engagement over conventional job securities. Job security is becoming less compelling for this cohort, leading them to leave roles that do not meet their expectations or even to be dismissed (Rakhmatia Nabahani & Riyanto, 2020). This brave attitude is also adopted if they do not see a future that allows them to develop. For Gen Z, work-life balance is not merely a perk but a fundamental requirement for job satisfaction, driving them to prioritize employers who honor these limits (Fatima & Srivastava, 2024). Organizations must revise existing policies and strategically invest in implementing flexible work arrangements, as the literature recognizes that such practices positively influence overall organizational productivity and employee performance (Onyekwelu et al., 2022).

Intense competition in the job market worsens turnover challenges (Kasbuntoro, 2022). According to research from (Jajak Pendapat) Jakpat reported on the Goodstate website, out of 295 respondents, mostly from Java, 69% of Generation Z in the survey plan to resign from their workplace. Previous generations also saw Gen Z as “jumping fleas” who would move from job to job in a short time. This indicates that as time passes, it is necessary to analyze the work system in Indonesia. In today’s fast-evolving labor market, organizations must go beyond traditional HR practices and create environments in which employees feel supported in managing their careers while being empowered to contribute meaningfully (LaGree et al., 2024). In essence, the rising trend of Gen Z looking for jobs overseas presents challenges for their home countries, which must deal with the impact of losing a generation that values career satisfaction and a positive work environment (Maulida Nidaul Fadliyah et al., 2023). The effective implementation of talent management practices is crucial for improving employee retention and reducing turnover intentions, with organizational justice and talent perception congruence serving as key mediators linking talent management to retention outcomes (Madurani & Pasaribu, 2022).

The increasing competition for skilled labor complicates retention efforts, requiring organizations to constantly adapt to the changing expectations of their workforce (Madiono Sutanto & Kurniawan, 2016). Discrimination in hiring processes not only restricts opportunities for certain demographic groups but also mirrors and amplifies broader societal inequalities, intensifying the obstacles that individuals face in securing employment (Setiawan & Indriati, 2024). It is not uncommon for Gen Z to be considered the “new enemy” opposed by previous generations due to differences in mindset and principles. Therefore, the main character whose views on this phenomenon are analyzed is Gen Z. It is imperative for management to prioritize human resources as the company’s most critical asset by aligning the mission, vision, and core values with employee development (Shanjabin & Oyshi, 2021).

They exhibit a deep commitment to honesty and collaboration, signalling a transformation in workplace norms where job satisfaction takes center stage (Haq & Noorizki, 2022). It is important to have and hear their voices for a long-term evaluation of the work system and the labor market in Indonesia. Job satisfaction factors encourage high employee commitment and retention to maintain organizational stability. In a labor market where job seekers outnumber available positions, employees may feel anxious and uncertain, intensifying their dissatisfaction and weakening their commitment to the organization (Ramlah et al., 2021). Positive job satisfaction helps build a strong emotional connection between employees and their organizations, marked by feelings of loyalty and a desire to remain engaged (Kalidass & Bahron, 2015). This sense of commitment is vital for maintaining organizational stability, as it reduces turnover rates, boosts productivity, and improves employee morale (Nawaz & Pangil, 2016).

Cultural values shape the subjective well-being (SWB) of Generation Z (Tang et al., 2020). Effectively managing a diverse workforce entails acknowledging and leveraging individual differences among employees while creating inclusive opportunities and supportive mechanisms that enable individuals to fully utilize and contribute their unique talents, ultimately enhancing organizational performance (Roy, 2022). The global workforce is undergoing a seismic shift as Generation Z (Gen Z) are defined as those born between the years 1997 and 2012 enters organizations shaped by unprecedented economic

volatility, technological disruption, and societal reordering. These pressures have cultivated widespread frustration among Gen Z employees, who often perceive workplaces as misaligned with their values, unresponsive to their needs, and inadequate in providing pathways for meaningful growth in their careers. To effectively attract and retain Gen Z talent, employers must align their recruitment and retention strategies with this generation's priorities, including purposeful work, adaptable environments, and meaningful recognition, ensuring that these practices resonate with their core values (Reddy et al., 2024). This disillusionment translates into alarmingly high turnover intention, with studies indicating that over 60% of Gen Z workers anticipate transitioning out of their present roles within three years, destabilizing organizational continuity and complicating efforts to harness their innovative potential.

For Gen Z, work is not just a means of income but also a platform for self-expression, skill diversification, and societal impact. Wenge and Campbell's research demonstrates that formative experiences have molded Gen Z's attitudes, values, and behaviors, fostering a pragmatic mindset and reducing their tolerance for inadequate workplace conditions compared with earlier generations (Burton et al., 2019). Although job satisfaction helps build commitment, a lack of strong commitment can still lead employees to pursue better opportunities elsewhere. This underscores the complex relationship in which commitment plays a crucial role in converting job satisfaction into employee retention (Orji & Herachwati, 2024). The interplay between discrepancy between expected earnings and actual income, along with overambitious career plans significantly contributes to employee turnover, pointing out how essential well-structured career advancement initiatives are for improving employee retention (Syahputra & Hendarman, 2024). Du Plooy et al. (2024) highlight the critical importance of embracing a human-centered approach to digital innovation management in manufacturing, emphasizing that addressing the diverse risks of Industry 4.0 technologies enables organizations to align with the Industry 5.0 vision of building resilient, sustainable, and humane workplaces that prioritize both productivity and employee well-being.

This study analyzes the relationship between career development, job satisfaction, and Gen Z individuals' propensity to consider changing jobs, as mediated by employee commitment. This study used a quantitative approach by gathering data from 246 Gen Z employees in Indonesia using an online questionnaire administered through Google Forms. The sample was selected using a purposive sampling technique, and the collected data were analyzed using SmartPLS 4. The urgency of the problem lies in the convergence of a looming workforce crisis (high Gen Z turnover in Indonesia), a lack of generation- and context-specific research, and the absence of a clear mediating model to guide effective HR practices. This study urgently fills these gaps by providing a robust, empirical model that explains *how* to retain Gen Z talent, making it a critical contribution for both academic understanding and practical organizational strategy in a rapidly changing labor market.

2. Literature Review and Hypothesis Development

Human Capital Theory highlights the importance of continuous skill development, which aligns with Gen Z's emphasis on personal and professional growth. The Resource-Based View (RBV) positions talent as a strategic asset that organizations must nurture to sustain competitive advantage. Motivational theories such as Expectancy Theory and Herzberg's Two-Factor Theory explain how performance expectations and both extrinsic and intrinsic rewards impact job satisfaction and commitment. Self-Determination Theory (SDT) further emphasizes autonomy, competence, and relatedness as key factors in fostering engagement among Gen Z workers. Finally, Social Exchange Theory (SET) illustrates how perceived organizational support strengthens employee commitment, an essential factor in reducing turnover. These theories collectively offer a comprehensive framework for understanding how career development and job satisfaction shape workplace decisions among Gen Z employees, with employee commitment as a mediating factor.

2.1 Career Development

Career development is an ongoing and integral process that influences the trajectory of an individual's professional life and overall job satisfaction. It involves key components, such as self-evaluation, goal formulation, and the development of actionable strategies to attain those objectives (Setiawan &

Indriati, 2024). This developmental process is significantly influenced by individual efforts in career planning and career management (Pujiwati, 2016). Empirical evidence suggests that effective career planning enhances career adaptability an essential competency for navigating occupational transitions and responding to the evolving demands of the contemporary labor market (Orji & Herachwati, 2024).

2.2 Job Satisfaction

Job satisfaction is a critical component of human resource management and significantly impacts employee retention across various sectors. Employees who report greater job satisfaction are less likely to pursue other employment opportunities, which helps lower turnover rates and minimizes related organizational costs. (Mudor et al., 2011). The motivation for engaging in this job is driven by a combination of intrinsic and extrinsic factors, including the inherent interest and meaningfulness of the work, recognition and appreciation from the organization, perceived job security, opportunities for skill development and learning, a competitive and satisfying compensation level, conducive working conditions, and an open, transparent, and supportive organizational climate (Rahman & Shanjabin, 2022).

2.3 Employee Commitment

Employee commitment is a critical concept in organizational behavior, reflecting an individual's psychological attachment and dedication to professional development. Several factors influence employee commitment, including affective, continuous, and normative commitments (Pujiwati, 2016). This form of commitment is typically expressed through proactive involvement in career-related initiatives, such as networking, skill development, and lifelong learning, which have been consistently associated with increased job satisfaction and reduced turnover rates (Öztürk et al., 2024).

2.4 Employee Retention

In today's evolving labor market, talent retention is a strategic priority for organizations aiming to sustain competitive advantage. Retention is influenced by key factors such as organizational commitment, job satisfaction, workplace environment and managerial effectiveness (Arubayi, 2022). Furthermore, studies such as those by Kyndt et al. (2009) and Fahim (2018), indicate that several determinants have been drawn from prior research. These include elements such as recognition and intellectual stimulation, leadership capabilities, workload demands, procedural adherence, and an individual's orientation toward learning.

2.5 Turnover Intention

Turnover intention reflects an individual's likelihood of leaving an organization, shaped by a range of factors such as their thoughts and evaluations about leaving, the presence of other job opportunities, and their conscious decision to resign (Na-Nan et al., 2020). Empirical research has consistently demonstrated that heightened job-related stress is significantly associated with increased turnover intention, as adverse working conditions encourage employees to explore external employment options (Ardyputri & Ariyanto, 2023).

2.6 Relationship Between Variables

2.6.1 Career Development and Employee Commitment

Employees who feel that their organization provides strong support are more likely to see greater opportunities for career advancement, which strengthens their commitment to their profession and boosts their loyalty to the workplace (Weer & Greenhaus, 2020). Similarly, a positive relationship exists between organizational commitment and career development, suggesting that when organizations support employees' professional advancement, it enhances their dedication to the company (Kiran et al., 2019).

H1: Career development significantly and positively affects employee commitment.

2.6.2 Job Satisfaction and Employee Commitment

The link between job satisfaction and employee commitment has been widely explored, underscoring the vital role that job satisfaction plays in cultivating a loyal and dedicated workforce. Higher levels of job satisfaction are associated with heightened organizational commitment, implying that employees

who are satisfied with their jobs are more likely to exhibit stronger loyalty to their organizations (Maswani et al., 2019). A significant link exists between job satisfaction and job involvement, indicating that increased satisfaction not only boosts commitment but also improves employee performance (Culibrk et al., 2018). The psychological contract has been recognized as a key factor influencing employees' behavior, fostering their commitment, and enhancing their motivation to actively contribute to their work (Tabasum & Ghosh, 2021).

H2: Job satisfaction has a significantly positive effect on employee commitment.

2.6.3 Job Satisfaction to Turnover Intention

Consistent evidence shows that decreased job satisfaction correlates with decreased turnover intention (Jaya et al., 2023). Job satisfaction strengthens the quality of employee-supervisor relationships, thereby decreasing turnover intentions, especially in temporary work settings (Flickinger et al., 2016). Studies have indicated a link between job satisfaction and turnover intentions, showing that turnover rates can be reduced by higher satisfaction levels driven by effective management strategies and reward systems (Liu et al., 2019).

H3: Job satisfaction significantly and positively affects turnover intention.

2.6.4 Career Development to Employee Retention

Organizations seeking to maintain a stable and dedicated workforce must recognize the critical link between career development and employee retention. Organizations that implement structured succession planning and career development initiatives demonstrate their dedication to employee growth, creating an environment that encourages loyalty and reduces turnover intentions (Tetteh & Asumeng, 2022). Taking a proactive approach to career development fosters a productive work culture, further aiding in employee retention (Mendes & Stander, 2011).

H4: Career development significantly affects employee retention.

2.6.5 Employee Commitment to Employee Retention

Employee commitment is a critical factor in improving retention outcomes, as demonstrated in empirical studies. Organizational support strengthens employee commitment, which in turn impacts retention, highlighting the importance of fostering a positive work environment (Arasanmi & Krishna, 2019). Heightened commitment correlates with employee loyalty, which is a critical factor in retaining talent in competitive industries (Hussain et al., 2018).

H5: Employee commitment significantly and positively affects employee retention.

2.6.6 Employee Commitment and Turnover Intention

Studies show that strong organizational commitment reduces turnover intentions by fostering loyalty and psychological connection (Dewi & Nurhayati, 2021). Organizational commitment serves as a stronger indicator of turnover intention than job satisfaction, as employees who are more committed generally exhibit greater loyalty and are less inclined to leave their jobs (Kanwar et al., 2012).

H6: Employee commitment has a significantly positive effect on turnover intention.

2.6.7 Employee Retention to Turnover Intention

Elements such as job satisfaction and organizational commitment are crucial in shaping turnover intentions, indicating that organizations that focus on these aspects can substantially enhance employee retention (Bhatt & Sharma, 2019). Employee satisfaction with rewards significantly influences their intention to leave, indicating that those who perceive their compensation as fair are more likely to stay, enhancing retention (De Gieter & Hofmans, 2015).

H7: Employee retention has a significantly positive effect on turnover intention.

2.6.8 Career Development to Job Satisfaction

Structured career development initiatives are strongly associated with higher job satisfaction. Employees who perceive opportunities for promotion and skill growth tend to be more satisfied, as these programs foster professional development and organizational commitment. Akbar et al. (2022) and Rijal et al. (2024) highlight the importance of clear career paths and training in enhancing satisfaction, particularly in resource-limited medium-sized enterprises.

H8: Career development significantly and positively affects job satisfaction.

2.6.9 Employee Commitment as A Mediating Role of Career Development and Employee Retention
Organizations that emphasize career development initiatives, such as advancement pathways and skill-building programs, enhance employee dedication, thereby reducing turnover intention (Cao & Deeprasert, 2024). This highlights the importance of fostering career growth to strengthen employees' psychological attachment to the organization. Furthermore, effective job design, aligned with individual strengths and career aspirations, serves as a key driver of organizational commitment and improves retention outcomes (Soenanta et al., 2021).

H9: Employee commitment mediates the relationship between career development and employee retention.

2.6.10 Employee Commitment as A Mediating Role of Job Satisfaction and Turnover Intention

Both job satisfaction and organizational commitment influence turnover intention, but commitment has a more significant effect. Employees with high commitment levels are less likely to consider leaving their jobs (Kanwar et al., 2012). Even when job satisfaction is high, a lack of commitment can still result in turnover intentions, pointing to a complex relationship in which commitment enhances the positive impact of job satisfaction (Dewi & Nurhayati, 2021).

H10: Employee commitment mediates the relationship between job satisfaction and turnover intention.

2.6.11 Employee Retention as A Mediating Role of Employee Commitment and Turnover Intention

Higher levels of employee commitment are linked to lower intentions to leave; those who feel strongly connected to their organization are less likely to contemplate seeking employment elsewhere (Nawaz & Pangil, 2016). A study focusing on logistics companies revealed that although some employees may experience fleeting thoughts of leaving referred to as turnover thinking this does not always translate into a genuine intention to leave, especially among those with strong organizational commitment (Chen, 2023). Therefore, a committed workforce can serve as a protective factor against turnover intentions.

H11: Employee retention mediates the relationship between employee commitment and turnover intention.

2.6.12 Employee Commitment as A Mediating Role of Career Development and Turnover Intention

Employee commitment plays a crucial mediating role in linking career development to turnover intention in modern organizations. Pathiranage and Wickramaratne (2018) highlights how a culture that supports career development contributes to greater career satisfaction, indicating a link between individual career management efforts and a stronger commitment to the organization. Furthermore, Purwatiningsih and Sawitri (2021) established that proactive career development strategies can mitigate turnover intentions among millennial employees and foster a balance in work-life dynamics that encourages retention.

H12: Employee commitment mediates the relationship between career development and turnover intention.

2.6.13 Employee Commitment as a Mediating Role of Job Satisfaction and Employee Retention

Employee commitment is the key connection between job satisfaction and the ability to retain employees (Kamloonwesaruch et al., 2022). Job satisfaction is often considered a foundational element that leads to greater employee commitment. When workers are highly satisfied with their jobs, they form a deeper emotional connection to the organization, thereby increasing their level of commitment. According to Parveen and Al (2019), satisfied employees tend to show more loyalty and involvement, creating a committed workforce that supports long-term retention.

H13: Employee commitment mediates the relationship between job satisfaction and employee retention.

2.6.14 Employee Retention as a Mediating Role of Career Development and Turnover Intention

Employee retention plays a key mediating role in the influence of career development on turnover intention (Kraimer et al., 2011). Their research emphasizes that when organizations provide support for career advancement, it significantly boosts employees' job satisfaction. This connection between organizational support and professional growth is essential; employees who perceive ample

opportunities for career growth are less likely to contemplate leaving the organization (Kraimer et al., 2011).

H14: Employee retention mediates the relationship between career development and turnover intention.

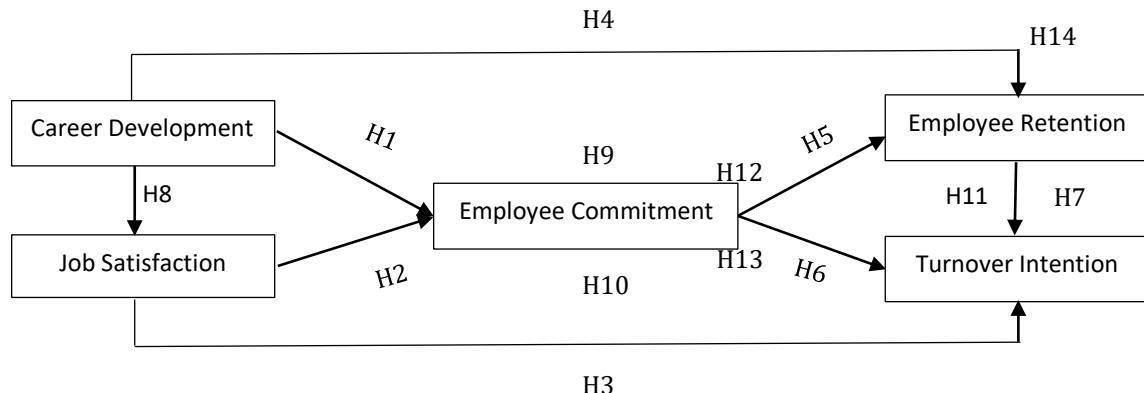


Figure 1. Framework model
Source: Developed by the authors (2025)

3. Methodology

This study adopted a quantitative research design for its effectiveness in hypothesis testing and statistical inferences (Creswell & Creswell, 2018). Using purposive sampling, 246 Indonesian Generation Z participants (born 1997–2012) who are currently working or have work experience were selected. Data were collected using a structured questionnaire distributed through Google Forms, employing a 5-point Likert scale. Validated instruments were used (Bryman, 2016). Data analysis was conducted using Sparse Partial Least Squares (SPLS), which is effective in addressing multicollinearity and identifying key predictors (Chun & Kele, 2009).

The analysis was organized around two main components: the measurement model (outer model) and the structural model (inner model). The outer model evaluated reliability (using Cronbach's alpha and composite reliability ≥ 0.70), convergent validity ($AVE \geq 0.50$), and discriminant validity (using the Fornell-Larcker criterion or HTMT ratio). Confirmatory Factor Analysis (CFA) ensured adequate factor loadings (≥ 0.70). Once validated, the inner model tested the 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 the overall model fit was evaluated using indices such as CFI, TLI, RMSEA, and SRMR.

Table 1. Variable measurement

Variable	Indicator	Measurement Item	
Career Development (Pujiwati, 2016)	Individual	CD1	I've reached a higher career.
	Career Planning	CD2	I'm still looking for other career opportunities.
	Career Management	CD3	I feel that the company's rewards provide many career opportunities.
		CD4	I see a directed and patterned career development plan.
Job Satisfaction (Delobelle et al., 2011)	Supervision	JS1	I feel my supervisor treats us fairly.
	Work Nature	JS2	I feel that my job allows me to use my skills optimally.
	Work Conditions	JS3	I have the tools I need to perform better.
	Training	JS4	I have the opportunity to learn new skills.
		JS5	I have the opportunity to attend training classes.
	Pay	JS6	I feel satisfied with the pay I receive.
		EC1	I feel proud to be part of this company.

Employee Commitment (Pujiwati, 2016)	Affective Commitment	EC2	I feel happy and satisfied working here.
	Continuous Learning	EC3	If I leave this company, I am worried that I will lose something important to me.
	Normative Commitment	EC4	I feel loyal to this company.
Employee Retention (Fahim, 2018; Kyndt et al., 2009)	Appreciation and Stimulation	ER1	I had opportunities to use my initiative and skills in this job.
		ER2	I feel that this company believes in me.
	Leadership Skills	ER3	I can communicate, perform and give good speeches.
	Following procedures	ER4	I see that in all situations, the company has enforced procedures that must be followed.
	Learning Attitude	ER5	If I have the opportunity to learn, I will take it.
	General Satisfaction	ER6	In general, my current workplace gives me satisfaction and I am proud to be part of it.
Turnover Intention (Na-Nan et al., 2020)	Turnover Thinking	TI1	I felt that my work was getting boring, repetitive and uninteresting.
		TI2	I am considering changing my duties and looking for a new job.
	Opportunities for a New Job	TI3	Within six months, I had already applied for a new job.
		TI4	In the past six months, I have attended job interviews.
	Intention to Quit	TI5	I no longer work wholeheartedly because I intend to leave this job.

Source: Developed by the authors (2025)

4. Results and Discussion

4.1 Characteristics of Respondents

The following table presents the profiles of the 246 respondents whose data aligned with the research parameters. The information was gathered between April 28th and May 5th, 2025 by distributing web-based questionnaires through social media channels. Table 1 outlines key demographic details such as age, place of residence, educational background, occupation, gaming duration, and daily and weekly game play time. The results indicate that the majority of respondents were Gen Z workers who worked in Indonesia.

Table 2. Characteristics of respondents

Categories	Items	Frequency	Percentage (%)
Gender	Male	120	49
	Female	125	51
Domicile	West Indonesia	106	43.4
	Central Indonesia	60	24.6
	East Indonesia	78	32
Education	Junior High School	1	0.4
	Senior High School	4	1.6
	Associate Degree	7	2.8
	Bachelor Degree	232	94.3
	Master Degree	2	0.8
Income per month	Less than Rp. 1.000.000	5	2
	Rp 1.000.000 – Rp 2.000.000	13	5.3

	Rp 2.000.000 – Rp 3.000.000	48	19.6
	Rp 3.000.000 – Rp 4.000.000	117	47.8
	More Rp 4.000.000	62	25.3

Source: Processed data (2025)

The respondent characteristics in this study indicate a balanced gender distribution, with 49% of the respondents being male and 51% female. Most respondents (43.4%) resided in West Indonesia, followed by East Indonesia (32%) and Central Indonesia (24.6%). Educationally, an overwhelming 94.3% of respondents hold a bachelor's degree, highlighting a highly educated sample, while only a small fraction (2%) has an education below the diploma level. In terms of monthly income, the largest group (47.8%) earned between Rp 3,000,000 and Rp 4,000,000, with 25.3% earning above Rp 4,000,000, suggesting that most respondents fell into the mid-to-upper income bracket. This profile reflects a predominantly well-educated and moderately to highly earning workforce.

4.2 Evaluation of Measurement Model (Outer Loading)

Table 3. Results of validity and reliability

Variable	Item	Average Variance Extracted	Validity Test		Reliability Test		Decision
			Loading Factor	Decision	Cronbach's Alpha	Composite Reliability	
Career Development	CD1	0.874	0.960	Valid	0.952	0.965	Reliable
	CD2		0.860	Valid			
	CD3		0.963	Valid			
	CD4		0.953	Valid			
Job Satisfaction	JS1	0.755	0.952	Valid	0.942	0.959	Reliable
	JS2		0.960	Valid			
	JS3		0.934	Valid			
	JS4		0.784	Valid			
	JS5		0.931	Valid			
	JS6		0.926	Valid			
Employee Commitment	EC1	0.705	0.819	Valid	0.950	0.960	Reliable
	EC2		0.959	Valid			
	EC3		0.965	Valid			
	EC4		0.950	Valid			
Employee Retention	ER1	0.887	0.864	Valid	0.961	0.969	Reliable
	ER2		0.937	Valid			
	ER3		0.824	Valid			
	ER4		0.940	Valid			
	ER5		0.920	Valid			
	ER6		0.882	Valid			
Turnover Intention	TI1	0.761	0.899	Valid	0.921	0.941	Reliable
	TI2		0.832	Valid			
	TI3		0.900	Valid			
	TI4		0.890	Valid			
	TI5		0.838	Valid			

Source: Processed data (2025)

The analysis confirmed that all five constructs Career Development, Job Satisfaction, Employee Commitment, Employee Retention, and Turnover Intention were valid and reliable. They showed high factor loadings (above 0.7), strong internal consistency (Cronbach's Alpha and Composite Reliability

> 0.90), and adequate Average Variance Extracted (all > 0.5). Although Employee Commitment has a slightly lower AVE, all constructs meet the required standards, indicating that the measurement model is robust and fit for further analysis.

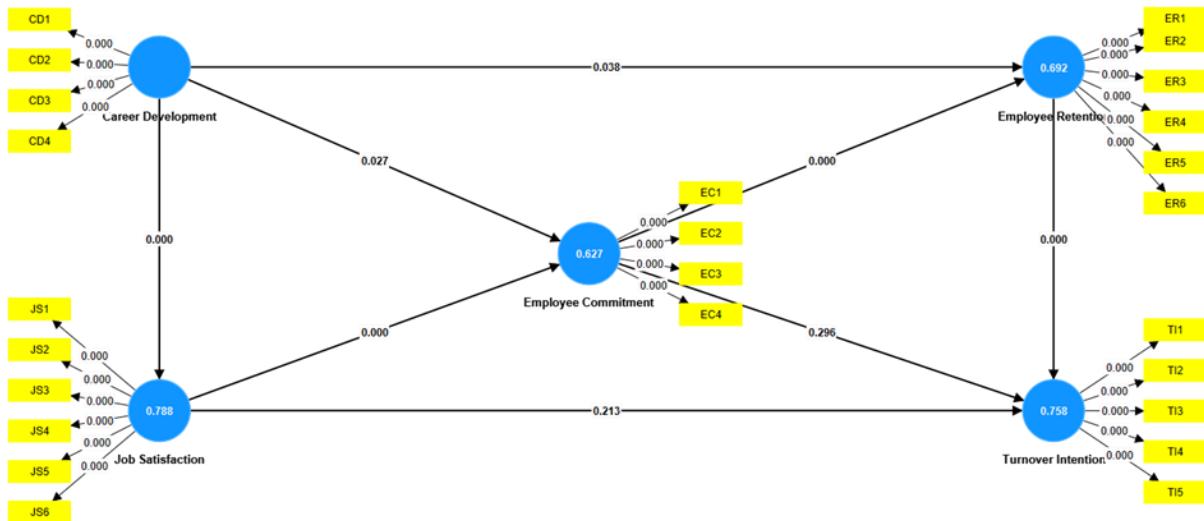


Figure 2 Algorithm model result
Source: Developed by the authors (2025)

Table 4. HTMT

Variable	CD	JS	EC	ER	TI
Career Development					
Job Satisfaction	0.795				
Employee Commitment	0.739	0.867			
Employee Retention	0.927	0.821	0.761		
Turnover Intention	0.683	0.811	0.923	0.735	

Source: Processed data (2025)

Most constructs showed acceptable discriminant validity (HTMT < 0.90), but high HTMT values between Employee Commitment and Employee Retention (0.927) and between Employee Retention and Turnover Intention (0.923) suggest a possible overlap. Further investigation is needed to ensure a clear distinction between these variables.

4.3 Discriminant Validity

Table 5. Discriminant Validity Fornell-Larcker Test Result

Variable	CD	JS	EC	ER	TI
Career Development	0.935				
Job Satisfaction	0.755	0.925			
Employee Commitment	0.705	0.822	0.895		
Employee Retention	0.887	0.781	0.728	0.916	
Turnover Intention	0.642	0.756	0.865	0.691	0.872

Source: Processed data (2025)

The Fornell-Larcker test in Table 3 evaluates discriminant validity by comparing the square root of each construct's AVE with its correlations. Most constructs, such as Career Development (0.935) and Job Satisfaction (0.925), showed good discriminant validity, as their AVE values exceeded the correlations with other constructs. However, concerns arise for Employee Commitment (0.822) and Employee Retention (0.916), as their correlations with Turnover Intention are relatively high (0.865 and 0.691, respectively), indicating a possible overlap. Overall, discriminant validity was mostly acceptable, but EC and ER require closer examination.

Table 6. Model fit analysis and R-Square (R2)

	Saturated model	Estimated model
SRMR	0.049	0.049
d ULS	0.771	0.794
d G	1.189	1.195
Chi-square	1256.880	1257.197
NFI	0.836	0.836

Source: Processed data (2025)

The Saturated and Estimated Models showed nearly identical fit indices (e.g., SRMR, Chi-square, NFI), indicating that both fit the data well. Despite being more parsimonious and theoretically constrained, the Estimated Model maintained a comparable fit, supporting its validity for further analysis without compromising model quality.

Table 8. Cross loadings

	Career Development	Employee Commitment	Employee Retention	Job Satisfaction	Turnover Intention
CD1	0.960	0.732	0.681	0.855	0.614
CD2	0.860	0.627	0.568	0.718	0.504
CD3	0.963	0.736	0.700	0.866	0.655
CD4	0.953	0.721	0.680	0.870	0.619
EC1	0.620	0.819	0.705	0.640	0.633
EC2	0.722	0.959	0.781	0.747	0.727
EC3	0.745	0.965	0.800	0.771	0.740
EC4	0.699	0.950	0.750	0.725	0.690
ER1	0.634	0.698	0.864	0.654	0.745
ER2	0.642	0.776	0.937	0.687	0.835
ER3	0.540	0.637	0.824	0.539	0.717
ER4	0.697	0.812	0.940	0.709	0.808
ER5	0.650	0.774	0.920	0.670	0.792
ER6	0.619	0.703	0.882	0.638	0.742
JS1	0.867	0.714	0.650	0.952	0.629
JS2	0.852	0.720	0.672	0.960	0.638
JS3	0.827	0.713	0.654	0.934	0.634
JS4	0.729	0.657	0.659	0.784	0.590
JS5	0.798	0.742	0.683	0.931	0.665
JS6	0.799	0.742	0.680	0.926	0.635
TI1	0.554	0.657	0.737	0.625	0.899
TI2	0.581	0.664	0.784	0.597	0.832
TI3	0.565	0.648	0.745	0.617	0.900
TI4	0.549	0.670	0.774	0.563	0.890
TI5	0.549	0.654	0.727	0.610	0.838

Source: Processed data (2025)

The table shows strong internal consistency within each construct and meaningful links between the constructs. Career Development influences Commitment, Satisfaction, and Retention, with Commitment acting as a key mediator. Turnover Intention was moderately related to all factors, highlighting its role in employee behavior.

4.4 Composite Reliability

Table 9. Reliability test result

Variable	Cronbach's alpha	Composite reliability
Career Development	0.952	0.965

Job Satisfaction	0.942	0.959
Employee Commitment	0.950	0.960
Employee Retention	0.961	0.969
Turnover Intention	0.921	0.941

Source: Processed data (2025)

The results of the reliability test indicated that the measurement model demonstrated strong internal consistency and high reliability. All constructs—Career Development, Job Satisfaction, Employee Commitment, Employee Retention, and Turnover Intention—had high Cronbach's alphas (ranging from 0.921 to 0.961) and Composite Reliability values (ranging from 0.941 to 0.969), well above the 0.7 threshold. This confirms that the items consistently measure their intended concepts, making the model suitable for further analyses, such as structural modelling or hypothesis testing.

Table 10. R-Square

	R-square	R-square adjusted
Employee Commitment	0.628	0.624
Employee Retention	0.692	0.689
Turnover Intention	0.758	0.754

Source: Processed data (2025)

The R-squared values in Table 9 show that the models strongly explain the dependent variables. Turnover Intention had the highest explanatory power ($R^2 = 0.758$), followed by Employee Retention (0.692) and Employee Commitment (0.628). The adjusted R-squared values were similar, indicating that the models were not overfitted. Overall, the models were robust and effectively explained the outcomes.

4.5 Hypothesis Testing

Hypothesis	Relationship between variable	Sample mean (M)	T statistics	P values	Description
Direct Effects					
H1	Career development has a significant positive effect on employee commitment (CH → EC)	0.286	1.914	0.028	Accepted
H2	Job satisfaction has a significant positive effect on employee commitment (JS → EC)	0.529	3.583	0.000	Accepted
H3	Job satisfaction has a significant positive effect on turnover intention (JS → TI)	0.303	2.526	0.006	Accepted
H4	Career development has a significant effect on employee retention (CD → ER)	0.188	1.871	0.031	Accepted
H5	Employee commitment has a significant positive effect on employee retention (EC → ER)	0.667	6.062	0.000	Accepted
H6	Employee commitment has a significant positive effect on turnover intention (EC → TI)	0.484	3.560	0.000	Accepted
H7	Employee retention has a significant positive effect on turnover intention (ER → TI)	0.722	5.116	0.000	Accepted

H8	Career development has a significant positive effect on job satisfaction (CD → JS)	0.888	0.035	0.000	Accepted
Indirect Effects					
H9	Employee commitment mediates the relationship between career development and employee retention (CD → EC → ER)	0.188	1.871	0.031	Accepted
H10	Employee commitment mediates the relationship between job satisfaction and turnover intention (JS → EC → TI)	0.047	0.493	0.311	Rejected
H11	Employee retention mediates the relationship between employee commitment and turnover intention (EC → ER → TI)	0.484	3.560	0.000	Accepted
H12	Employee commitment mediates the relationship between career development and turnover intention (CD → EC → TI)	0.020	0.480	0.316	Rejected
H13	Employee commitment mediates the relationship between job satisfaction and employee retention (JS → EC → ER)	0.355	2.858	0.002	Accepted
H14	Employee retention mediates the relationship between career development and turnover intention (CD → ER → TI)	0.142	1.833	0.033	Accepted

Source: Processed Data (2025)

4.6 Discussion

4.6.1 Direct Effects

H1:

The analysis shows that career development has a significant positive effect on employee commitment, as indicated by a sample mean of 0.286, t-value of 1.914, and p-value of 0.028. Acceptance of this hypothesis supports the idea that development programs are effective in fostering a loyal workforce. In previous years, Agba et al. (2010) and Tingi et al. (2021) conducted research, and their results were similar, supporting this hypothesis.

H2:

Job satisfaction significantly and positively affected employee commitment, with a strong path coefficient of 0.529, a t-value of 3.583, and a highly significant p-value of 0.000. When employees are content with their workplace, responsibilities, and overall job experience, they tend to develop a stronger commitment to the organization. Therefore, this statement is strongly supported by previous studies (Aziz et al., 2021), which obtained the same output when examining the relationship between these two variables.

H3:

Interestingly, job satisfaction also had a significant positive effect on turnover intention, with a mean of 0.303, T-value of 2.526, and P-value of 0.006. Although counterintuitive, this may indicate that even satisfied employees may consider leaving the organization, possibly in search of better opportunities or due to other external factors. This implies that satisfaction alone may not be sufficient to retain employees in the long term. Ramoo et al. (2013) and Alam and Asim (2019), this study highlighted that enhancing job satisfaction could be vital in promoting long-term retention.

H4:

Career development has a statistically significant, albeit relatively modest, effect on employee retention (mean = 0.188, T = 1.871, P = 0.031). This result is reinforced by previous research by Suprayitno (2024) and Ochurub et al. (2022), who stated that to achieve employee commitment and retention, career development is needed to support and grow employee potential.

H5:

Employee commitment strongly predicted employee retention, with a high sample mean of 0.657, a T-value of 6.062, and a P-value of 0.000. The results obtained from previous research Khan (2019) and Janjua and Gulzar (2014) also show a significant positive relationship between employee commitment and employee retention, this shows that both are strong enough to encourage the attitude of employees who stay in the company with great commitment.

H6:

Surprisingly, employee commitment significantly increased turnover intention (mean = 0.484, T = 3.560, P = 0.000). The strong influence of employee commitment to reduce turnover intention is also explained in the results of previous research by Yudihari et al. (2024) and Lukman Nuzul Hakim et al. (2022). This finding suggests that higher organizational commitment is associated with increased turnover intention.

H7:

Employee retention significantly increased turnover intention (mean = 0.722, T = 5.116, P = 0.000), which is another counterintuitive finding. While retention is typically seen as a measure to reduce turnover, this result may imply that retaining employees under unfavorable conditions can eventually lead to higher intentions to leave. This calls attention to the quality, not just the duration, of retention. Janjua and Gulzar (2014) found that employee retention significantly reduces of turnover intention. Data analysis revealed that fostering employee retention and strengthening organizational commitment significantly help in lowering employees' intentions to exit the company.

H8:

The analysis revealed a standardized path coefficient of 0.888, indicating a strong positive relationship. The t-value was 0.035, and the p-value was 0.000, which was well below the standard significance threshold of 0.05. This indicates that the relationship was statistically significant. Dewi and Nurhayati (2021) emphasized that career development has a direct impact on job satisfaction, suggesting that employees who receive support in advancing their professional skills are less inclined to consider leaving the organization. This perspective is supported by Ismail et al. (2014), who highlighted that when employees perceive organizational backing for their career growth, it significantly contributes to increased work satisfaction.

4.6.2 Indirect Effects

H9:

Employee commitment mediates the relationship between career development and employee retention, with a mean of 0.188, T-value of 1.871, and P-value of 0.031. This suggests that career development indirectly enhances employee retention by first increasing employee commitment (Wu & Liu, 2022) (Al Balushi et al., 2022). In other words, when employees feel that they are growing, they become more committed, which increases their likelihood of staying.

H10:

The hypothesis that employee commitment acts as a mediator between job satisfaction and turnover intention was not supported, as indicated by a low mean of 0.047, a T-value of 0.493, and an insignificant p-value of 0.311. This suggests that the influence of job satisfaction on turnover intention does not primarily operate through commitment, indicating the involvement of other factors or a direct relationship. Research conducted by Listiyana (2023) and Suroya et al. (2023) showed the same results, where even high levels of job satisfaction cannot reduce workers' turnover intentions. This indicates

that employee commitment cannot mediate the relationship between job satisfaction and turnover intention.

H11:

Employee retention significantly mediates the relationship between commitment and turnover intention ($\beta = 0.484$, $p = 0.000$), suggesting that increased commitment enhances employee retention, thereby decreasing the probability of employees departing from the organization. This aligns with Sari et al. (2024) and highlights the importance of fostering both commitment and retention to effectively manage turnover. Organizations should implement strategies to strengthen these factors to enhance workforce stability.

H12:

The mediating effect of employee commitment on the relationship between career development and turnover intention was not significant (mean = 0.020, $T = 0.480$, $P = 0.316$). This rejected hypothesis indicates that the impact of career development on whether an employee intends to leave is not significantly influenced by retention. Hassanpour et al. (2021) indicated that career development negatively influences turnover intention, but employee or organizational commitment does not mediate this relationship.

H13:

Employee commitment mediates the relationship between job satisfaction and employee retention, with a mean of 0.355, t -value of 2.858, and p -value of 0.002. This implies that job satisfaction encourages employees to stay with the company, and their continued presence leads to a stronger organizational commitment. It highlights how satisfaction contributes to commitment over time through retention. Astiti and Surya (2020) and Harini et al. (2024) show that organizational commitment plays a crucial role in converting job satisfaction into employee retention, as boosting satisfaction and cultivating strong commitment can significantly lower turnover rates and help retain key talent.

H14:

Hypothesis H13 suggested that employee retention acts as a mediator in the relationship between career development and turnover intention, and the findings revealed a statistically significant mediation effect at the 5% level, with a path coefficient of 0.142, t -value of 1.833, and p -value of 0.033. Therefore, the hypothesis is accepted, indicating that career development indirectly influences turnover intention through its positive impact on employee retention. This statement shows the same results as those of a previous study (Putri et al., 2024).

The study confirms through path analysis that employee commitment (EC) is the most influential factor, significantly affecting both employee retention (ER) and turnover intention (TI) ($p < 0.05$). Although job satisfaction (JS) and career development (CD) positively influenced employee commitment, their indirect effects on turnover intention via commitment were not statistically significant ($p > 0.05$), suggesting the need for additional mediators or moderators to explain turnover behavior.

The SEM-PLS results show that job satisfaction ($\beta = 0.524$, $p = 0.000$) and career development ($\beta = 0.290$, $p = 0.028$) significantly enhance employee commitment, which in turn strongly predicts retention ($\beta = 0.672$, $p = 0.000$) and reduces turnover intention ($\beta = 0.487$, $p = 0.000$). Job satisfaction also directly reduced turnover intention ($\beta = 0.299$, $p = 0.006$), and career development positively affected retention ($\beta = 0.195$, $p = 0.031$). The mediating roles of commitment and retention are supported in several pathways (e.g., H10 and H13) but not in others (H9 and H11), indicating that commitment alone does not fully account for turnover decisions. In conclusion, while career development and job satisfaction are key drivers of commitment, organizations must implement comprehensive retention and engagement strategies to effectively reduce turnover among Generation Z employees.

5. Conclusion

5.1 Conclusion

The study titled "Commitment Battles Gen Z Turnover: Fueled by Development and Satisfaction to Stay" offers critical insights into the dynamics influencing Generation Z employees' retention in Indonesia. This study reveals that employee commitment is the strongest predictor of retention and lower turnover intention, primarily driven by career development and job satisfaction. Career growth aligns personal aspirations with organizational goals, whereas fair treatment, meaningful work, and work-life balance enhance job satisfaction and reduce the likelihood of employees leaving. These findings highlight the need for emotionally supportive and inclusive workplace environments in which Gen Z employees feel valued, empowered, and motivated to grow.

Looking ahead, future-oriented solutions must focus on redesigning HR strategies that align with the aspirations of this digitally native and value-driven generation. Organizations should invest in structured career development frameworks that offer clear progression paths, mentorship opportunities, and skill-building initiatives tailored to individual ambitions of employees. Additionally, fostering intrinsic job satisfaction through flexible work arrangements, recognition programs, and inclusive leadership is essential for strengthening emotional bonds with employees. Technology can play a transformative role in personalizing career planning and feedback mechanisms, ensuring that Gen Z employees perceive continuous value in their jobs. By integrating these practices, organizations can improve employee retention while unlocking the creative energy of Gen Z, helping them remain competitive and adaptable in today's rapidly evolving job market.

5.2 Suggestion

Future research should adopt mixed-method or longitudinal approaches to gain deeper insights into Gen Z retention dynamics, while expanding the scope to other regions and generational groups to enhance the external validity. Additional factors, such as digital engagement, employer branding, and flexible work policies, should be examined for a more holistic understanding. Organizations should prioritize personalized career development, meaningful job roles, recognition, and inclusive workplace cultures to strengthen emotional commitment and reduce turnover risk among Gen Z employees.

5.3 Limitation

This study had several limitations. First, its cross-sectional design limits the causal inferences. Second, the focus on Indonesian Gen Z employees affects the generalizability of the findings. Finally, self-reported data may introduce a common method bias. Additionally, the model excluded key factors such as leadership style, organizational culture, and work-life balance, while some findings, such as the link between commitment and turnover intention, require further qualitative exploration.

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