

The Effect Of Organizational Justice, Perceived Organizational Support, And Job Satisfaction On Turnover Intention Of Generation Z Employees In Cirebon City

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Abstract. Turnover intention has long been a critical issue in various countries, particularly in Indonesia, as it represents a global phenomenon influenced by multiple factors. This study aims to examine the effect of organizational justice, perceived organizational support, and job satisfaction on turnover intention. The quantitative research presented focuses on the impact of organizational justice, perceived organizational support, and job satisfaction on turnover intention among Generation Z employees in Cirebon City. Hypotheses were tested using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS 3 software. Questionnaires were distributed to 300 employees in Cirebon City through purposive sampling. The findings reveal that organizational justice has a significant influence on turnover intention. At the same time, job satisfaction does not significantly strengthen the effect of organizational justice on turnover intention nor the effect of perceived organizational support on turnover intention. To enhance the mediating role of job satisfaction, business practitioners should not merely view it as a sense of employee comfort but rather as a strategic approach to performance management and long-term retention.

Keywords: Organizational Justice, Perceived Organizational Support, Job Satisfaction, Turnover Intention, Generation Z

INTRODUCTION

Along with organizational growth, human resources (HR) are elements that must be prioritized by organizations to foster sustainable development. An organization's ability to retain high-performing employees will yield substantial rewards and long-term success. Therefore, it is crucial for organizations to pay attention to organizational behavior, such as employee performance, commitment, and job satisfaction, as these outcomes directly affect overall organizational performance (Kee & Chung, 2021).

According to the Job Demands-Resources (JDR) model, adequate mobilization of resources—such as support and collaboration among employees—can reduce work stress caused by job demands. Furthermore, perceived organizational justice can dynamically influence the relationship between job demands, job control, and job resources. When employees perceive unfair treatment from their organization, such as inequity in compensation, promotion, or recognition, perceptions of organizational injustice create tension, motivating employees to resolve such strain (Cropanzano & Mitchell, 2005).

In the past decade, the labor market has welcomed a new wave of human resources, namely Generation Z. The Central Bureau of Statistics (BPS) categorizes this generation as individuals born between 1997 and 2012. Gen Z is projected to dominate the workforce and become the backbone of organizations and the nation during the demographic bonus period in 2030. According to the 2020 Indonesian Population Census, Generation Z accounted for the highest proportion, reaching 27.94%, compared to other generations such as Millennials and Generation X (BPS, 2021).

Although Generation Z offers significant potential for organizational growth, challenges arise as surveys indicate their higher propensity for job mobility (turnover intention) compared to previous generations. For instance, the Deloitte Millennial Survey (2018) found that 61% of Gen Z respondents planned to leave their job within two years. This tendency persisted even during challenging times such as the COVID-19 pandemic (Deloitte, 2018).

Turnover intention is critical for both profit and non-profit organizations, as it incurs substantial costs associated with recruitment, selection, and training of new employees whenever turnover occurs (Cohen & Golan, 2017). Robbins (2001) defines turnover as voluntary or involuntary employee withdrawal,

representing a decision to leave the organization due to factors such as job dissatisfaction or the availability of alternative employment opportunities.

The research gap in previous studies highlights several inconsistencies. Noh et al. (2019) found that organizational justice had a significant negative effect on turnover intention, meaning that lower organizational justice increases employees' intention to leave. Similarly, job satisfaction also showed a significant negative effect on turnover intention. Conversely Al-Douri (2020), Jilili and Aini (2023), Sin et al, (2024), Zhong and Zhang (2024), Huda et al (2024), and Hidayah et al (2024) reported that organizational justice significantly influences job satisfaction, suggesting that fair organizational practices increase employee satisfaction. Other studies Noh et al (2019), Ibrahim et al (2024), Shulian, (2024), Hidayah et al (2024), Wati and Nilasari (2024), confirmed that job satisfaction directly and significantly affects turnover intention. Meanwhile, Suifan et al (2017), Ihsan et al. (2019), and Sin et al (2024) found that job satisfaction significantly mediates the effect of organizational justice on turnover intention, indicating that organizational justice indirectly reduces turnover intention through increased job satisfaction.

Based on the above findings, this study presents several novelties. First, it introduces job satisfaction as a mediating variable linking organizational justice and perceived organizational support to turnover intention. Previous studies have examined organizational justice and perceived organizational support in relation to turnover intention, but little attention has been paid to the specific mediating role of job satisfaction. Second, this study focuses on Generation Z employees as research subjects, which have not been extensively explored in prior research.

LITERATURE REVIEW

Turnover Intention

Scholars argue that turnover intention is a reliable predictor of actual turnover crises. Mobley (1977) defined it as the tendency or intention of employees to voluntarily leave their job or move to another workplace. Park & Kim (2009) added that turnover intention includes employees' actual thoughts of quitting and leaving the organization. Although it reflects an intention, turnover intention strongly predicts actual turnover behavior.

Job Satisfaction

According to Organizational Behavior Theory proposed by Price (2001), job satisfaction is a crucial indicator of the extent to which employees enjoy their work. It reflects employees' positive or negative feelings toward various aspects of their jobs. Locke (1976) defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences.

Organizational Justice

According to Al-Zubi & Hasan Ali (2010), organizational justice is the perception of fairness regarding decisions and treatment employees receive within an organization. Cropanzano & Mitchell (2005) define it as employees' personal evaluation of the ethical and moral conduct of managerial behavior. Thus, organizational justice represents employees' perceptions of fairness in organizational actions and decisions and their implications for employee well-being.

Perceived Organizational Support

Eisenberger et al. (1986) defined perceived organizational support (POS) as employees' beliefs regarding the extent to which the organization values their contributions and cares about their well-being. Similarly, Allen & Brady (1997) stated that POS reflects the degree to which employees feel their contributions are valued and their well-being is considered by the organization.

METHOD

This study employs a quantitative approach. An explanatory research design was adopted to examine the relationship between variables or how one variable influences another (Husein, 2005). The data for this research were obtained from primary sources, namely the responses to questionnaires completed online via Google Forms.

In analyzing and evaluating Generation Z employees in Cirebon City, the sampling technique applied was purposive sampling, which involves selecting samples based on specific considerations and criteria. The

criteria determined by the researcher include respondents who are employees in Cirebon City, aged between 17 and 28 years, born between 1997 and 2012, and with a minimum of one year of work experience.

As the exact population of Generation Z employees in Cirebon City is unknown, a sample of 300 respondents was considered sufficient for the purpose of this research. This is due to the use of purposive sampling, a type of non-probability sampling, which was applied based on the predetermined criteria. The total sample size of 300 employees meeting these requirements was selected. The measurement scale used in this study was the Likert scale, which generates quantitative data that can be qualitatively interpreted. As it can be applied to a wide range of research subjects, the Likert scale was suitable for evaluating the 300 respondents across Cirebon City.

The study evaluates the research model in two stages: the outer (measurement) model and the inner (structural) model. To test the hypotheses, a bootstrapping procedure with 300 samples was employed. The hypothesis testing procedure accounted for both direct and indirect effects.

RESULTS AND DISCUSSIONS

Reliability and validity analyses were conducted on the data obtained from the 300 valid questionnaires collected. Cronbach's alpha coefficient and composite reliability coefficient were used to assess the reliability of the questionnaire. Table 1 presents the Cronbach's alpha coefficients for the model based on dimensions, with the coefficients for organizational justice, perceived organizational support, job satisfaction, and turnover intention recorded at 0.803, 0.914, 0.842, and 0.913, respectively, indicating acceptable reliability.

Convergent validity was assessed using factor loadings. Factor loadings exceeding 0.6 indicated reliable convergent validity. As shown in Table 1, the latent variable coefficients for all constructs were above 0.6, demonstrating good convergent validity. Average Variance Extracted (AVE) was used to evaluate the discriminant validity of the measurements. Specifically, the square root of the AVE should exceed the correlation between the variable and other variables. As presented in Table 1, the square root of the AVE for all constructs was greater than their correlations with other constructs, confirming acceptable discriminant validity.

Furthermore, the AVE values for organizational justice, perceived organizational support, job satisfaction, and turnover intention were 0.634, 0.659, 0.615, and 0.586, respectively. Since all AVE values exceeded the minimum threshold of 0.5, the convergent validity of these measures was also deemed acceptable. In addition, all questionnaire items were adapted from established classical literature that has undergone rigorous testing to ensure content validity.

Table 1. Output of Latent Variable Coefficients

| | OJ | POS | JS | TI |
|----------------------------------|-------|-------|-------|-------|
| R-squared | | | 0.479 | 0.258 |
| Adj R-squared | | | 0.475 | 0.250 |
| Composite reliability (rho_a) | 0.805 | 0.916 | 0.844 | 0.924 |
| Composite reliability (rho_c) | 0.873 | 0.931 | 0.888 | 0.927 |
| Cronbach's alpha coefficient | 0.803 | 0.914 | 0.842 | 0.913 |
| Average variance extracted (AVE) | 0.643 | 0.659 | 0.615 | 0.586 |
| Full collin | 1.680 | 1.973 | 1.918 | 1.523 |
| Q-square | | | 0.287 | 0.141 |

Source: SmartPLS Output (2025)

The table demonstrates that all AVE values for convergent validity exceed the threshold of 0.50. Moreover, the composite reliability values are all above 0.70, indicating that both reliability and convergent validity are satisfied.

Table 2. Fit Summary

| | Saturated Model | Estimates Model |
|-------|-----------------|-----------------|
| SRMR | 0.079 | 0.079 |
| d_ULS | 2.021 | 2.021 |

| | | |
|------------|----------|----------|
| D_G | 0.729 | 0.729 |
| Chi Square | 1236.007 | 1236.007 |
| NFI | 0.755 | 0.755 |

Source: Analysis Results (2025)

Based on the data presented in Table 2, the SRMR value is 0.079, which is below the cut-off value of 0.08, suggesting a perfect model fit. This indicates no multicollinearity issues within the model, and the variance among the 300 respondents adequately represents the variance of the population, namely Generation Z employees in Cirebon City. Therefore, the research model is considered valid, acceptable, and suitable for hypothesis testing.

Hypothesis Testing

Direct Effect Test

The results of the PLS-SEM analysis are summarized in Figure 1 and simplified in Table 3. The findings indicate that organizational justice has a positive but insignificant effect on turnover intention ($\beta = 0.138$, $p = 0.083$), thereby not supporting Hypothesis 1. Perceived organizational support has a significant negative effect on turnover intention ($\beta = -0.202$, $p = 0.012$), supporting Hypothesis 2.

Organizational justice significantly and positively influences job satisfaction ($\beta = 0.286$, $p = 0.000$), supporting Hypothesis 3. Among all latent variables, the strongest standardized path coefficient was observed between perceived organizational support and job satisfaction ($\beta = 0.484$, $p = 0.000$), supporting Hypothesis 4. Job satisfaction significantly and negatively influences turnover intention ($\beta = -0.430$, $p = 0.000$), thereby supporting Hypothesis 5.

Table 3. Direct Effect Test

| | Original Sample (O) | Sample Mean (M) | Standart Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|---------------------|---------------------|-----------------|----------------------------|------------------------|----------|
| $X_1 \rightarrow Y$ | 0.138 | 0.136 | 0.079 | 1.739 | 0.083 |
| $X_1 \rightarrow Z$ | 0.286 | 0.290 | 0.056 | 5.132 | 0.000 |
| $X_2 \rightarrow Y$ | -0.202 | -0.199 | 0.080 | 2.516 | 0.012 |
| $X_2 \rightarrow Z$ | 0.484 | 0.483 | 0.055 | 8.847 | 0.000 |
| $Z \rightarrow Y$ | -0.430 | -0.433 | 0.068 | 6.346 | 0.000 |

Source: SmartPLS Output (2025)

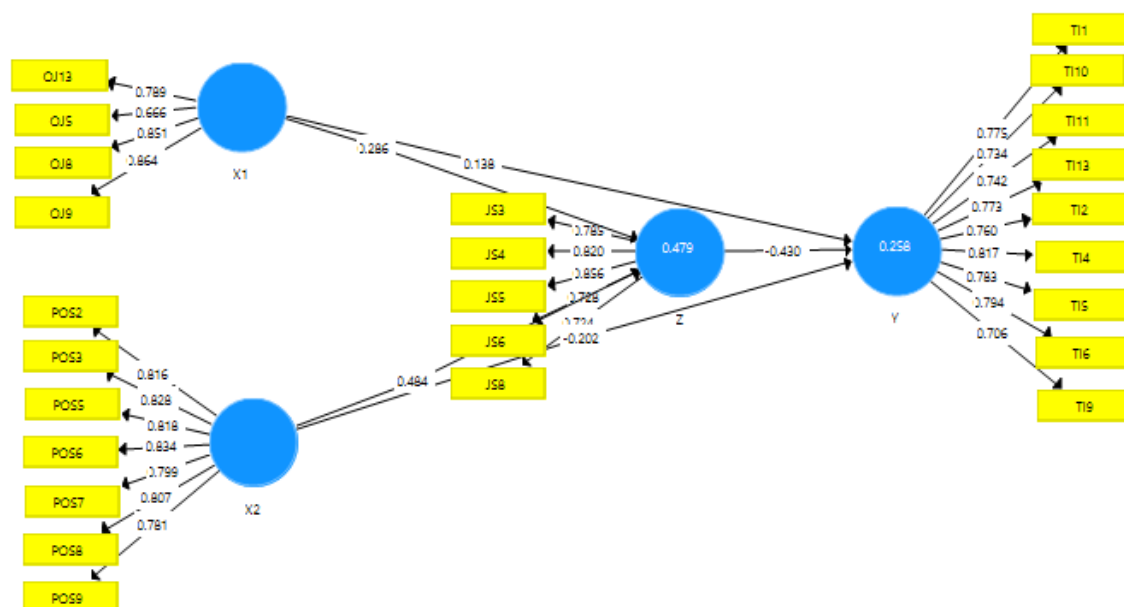


Figure 1. Path Analysis Diagram

Source: SmartPLS Output (2025)

Indirect Effect Test

The indirect effect test depends on the statistical significance of the direct path coefficients in the research model, with job satisfaction included as a mediating variable. The results are presented in Table 4.

Table 4. Indirect Effect Test

| | Original Sample (O) | Sample Mean (M) | Standart Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|-----------------------------------|---------------------|-----------------|----------------------------|------------------------|----------|
| $X_1 \rightarrow Z \rightarrow Y$ | -0.123 | -0.128 | 0.031 | 3.910 | 0.000 |
| $X_2 \rightarrow Z \rightarrow Y$ | -0.208 | -0.214 | 0.043 | 4.852 | 0.000 |

Source: SmartPLS Output (2025)

The results indicate that the indirect effect of organizational justice on turnover intention through job satisfaction is -0.123 ($p = 0.000$), which is statistically significant. Similarly, perceived organizational support has an indirect effect on turnover intention of -0.208 ($p = 0.000$), also statistically significant. These findings confirm the mediating role of job satisfaction in both relationships.

DISCUSSION**The Effect of Organizational Justice on Turnover Intention**

Based on the hypothesis testing, the first hypothesis revealed that Generation Z employees in Cirebon City who perceived organizational justice exhibited a significant influence on turnover intention, with a coefficient of 0.138 and a significance level of 0.083. This finding indicates that when employees perceive fairness within the organization, the likelihood of them leaving the company decreases. Conversely, a low level of organizational justice can lead employees to seek alternative employment due to perceptions of unfair treatment. This result is consistent with Suifan et al (2017), Hidayah et al (2024), Sin et al. (2024), Zhong and Zhang (2024), who found that organizational justice significantly affects turnover intention.

The Effect of Perceived Organizational Support on Turnover Intention

The second hypothesis showed that perceived organizational support did not have a significant effect on turnover intention among Generation Z employees in Cirebon City, with a coefficient of -0.202 and a significance level of 0.012. This result implies that changes in turnover intention levels are not directly influenced by perceived organizational support. The finding aligns with Larsman et al. (2024), who also reported that perceived organizational support does not significantly affect turnover intention.

The Effect of Organizational Justice on Job Satisfaction

The third hypothesis confirmed that organizational justice has a significant positive effect on job satisfaction among Generation Z employees in Cirebon City, with a coefficient of 0.286 and a significance level of 0.000. When employees perceive fairness in their workplace, they tend to experience greater satisfaction with their jobs. This finding is in line with Al-Douri (2020) and Huda et al. (2024), who reported that organizational justice significantly influences job satisfaction.

The Effect of Perceived Organizational Support on Job Satisfaction

The fourth hypothesis demonstrated that perceived organizational support significantly and positively influences job satisfaction, with a coefficient of 0.285 and a significance level of 0.000. Employees who feel supported by their organizations are more likely to be satisfied with their jobs. This finding is consistent with Larsman et al. (2024), who found that organizational support positively impacts employee well-being and satisfaction, and with Wati & Nilasari (2024), who also confirmed the significant relationship between perceived organizational support and job satisfaction.

The Effect of Job Satisfaction on Turnover Intention

The fifth hypothesis revealed that job satisfaction does not significantly affect turnover intention among Generation Z employees in Cirebon City, with a coefficient of -0.430 and a significance level of 0.000. This result is supported by Ibrahim et al. (2024), who found that job satisfaction did not significantly influence turnover intention among educators in Lebanon.

The Effect of Organizational Justice on Turnover Intention through Job Satisfaction

The sixth hypothesis indicated that job satisfaction does not mediate the relationship between organizational justice and turnover intention among Generation Z employees in Cirebon City, with a coefficient of -0.123 and a significance level of 0.000. This finding is consistent with Anggela & Andriani (2022), who also found no mediating role of job satisfaction in the relationship between organizational justice and turnover intention.

The Effect of Perceived Organizational Support on Turnover Intention through Job Satisfaction

The seventh hypothesis showed that job satisfaction does not partially mediate the relationship between perceived organizational support and turnover intention, with a coefficient of -0.208 and a significance level of 0.000. This result is supported by Mukaromah (2023), who also concluded that job satisfaction did not mediate the effect of perceived organizational support on turnover intention.

Overall, the findings highlight that job satisfaction does not function as a mediator between organizational justice or perceived organizational support and turnover intention. This suggests that while job satisfaction remains an important predictor of turnover intention, it does not explain the indirect pathways of the relationships tested in this study.

From a managerial perspective, the findings underscore the importance of organizational justice, which not only directly influences turnover intention but also enhances job satisfaction. Ensuring distributive, procedural, and interactional fairness in workload distribution, performance evaluation, promotion systems, and supervisor-subordinate interactions is therefore essential for reducing turnover. On the other hand, perceived organizational support, while positively influencing job satisfaction, does not directly reduce turnover intention unless it is experienced by employees as meaningful and aligned with their actual needs.

CONCLUSION

Considering the dynamics of the modern workplace entered by Generation Z, this study investigates the influence of organizational justice, perceived organizational support, and job satisfaction on turnover intention among Generation Z employees in Cirebon City. Based on 300 valid questionnaires, statistical analyses were conducted to test the hypotheses, and the findings can be summarized as follows: organizational justice has a direct positive effect on turnover intention and an indirect negative effect through job satisfaction. Thus, it can be concluded that job satisfaction does not serve as a mediating variable. At the same time, perceived organizational support shows a direct negative effect on turnover intention and an indirect negative effect through job satisfaction, further confirming that job satisfaction does not act as a mediator. This perception may be influenced by the lack of organizational concern for employee job satisfaction in Cirebon City, which contrasts with several prior studies conducted in other countries referenced in this research.

The hypothesis testing also revealed that organizational justice has a direct positive effect on job satisfaction. At the same time, perceived organizational support was found to have a direct positive effect on turnover intention. However, the relationship between job satisfaction and turnover intention was found to be significantly negative. These findings provide several practical implications. First, when employees perceive fairness within the organization, they are more likely to experience higher job satisfaction. Second, when organizations provide adequate support and fulfill employees' entitlements, employees tend to feel greater satisfaction at work.

Practitioners are encouraged to adopt a more personal, contextual, and holistic approach to effectively reduce turnover intention. This includes ensuring internal communication that reflects the organization's genuine commitment to employee well-being. The findings further confirm that job satisfaction does not mediate the relationship between organizational justice and turnover intention, nor between perceived organizational support and turnover intention. Nevertheless, enhancing job satisfaction could still help organizations reduce negative perceptions and mitigate turnover intention.

As with other studies, this research has several limitations. First, the sample is limited to employees across various industries in Cirebon City; future research may focus on a specific industry for greater depth. Second, the study only examines organizational justice, perceived organizational support, and job satisfaction as predictors of turnover intention. Future research could incorporate additional variables such as organizational commitment, work engagement, job stress, and leadership style. Third, the scope of data

collection was confined to Cirebon City; subsequent studies could expand to other regions and provide comparative insights with the present findings.

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