



The Influence of Individual Career and Individual-Organization Fit on Generation Z's Intention to Quit Work

Achmad Zaki Firmansyah*, Nafia Ilhama Qurratu'aini, Jeziano Rizkita Boyas, Wahyu Eko Pujianto

Universitas Nahdlatul Ulama Sidoarjo, Indonesia

Email : 31422081.student@unusida.ac.id

DOI: <https://doi.org/10.61987/jemr.v5i4.2824>

ABSTRACT

Keywords:

Individual Career;
Person–Organization
Fit; Job Satisfaction;
Turnover Intention

*Corresponding Author

This study examines the influence of Individual Career and Person–Organization Fit on Generation Z employees' Turnover Intention, with Job Satisfaction as a mediating variable. A quantitative cross-sectional explanatory design was employed. Data were collected through an online questionnaire from 210 Generation Z employees aged 19–28 years working in Sidoarjo Regency, Indonesia, using purposive sampling. Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4 was applied for data analysis. The findings show that Individual Career and Person–Organization Fit significantly and positively influence Job Satisfaction and Turnover Intention. Job Satisfaction also has a significant positive effect on Turnover Intention and mediates the relationships between Individual Career, Person–Organization Fit, and Turnover Intention. These results indicate that Generation Z employees with stronger career orientation and greater organizational value congruence remain willing to seek alternative career opportunities despite experiencing higher job satisfaction. The study concludes that effective retention strategies should integrate career development, organizational value alignment, and meaningful work experiences to enhance employee commitment, workforce sustainability, organizational competitiveness, and long-term human resource effectiveness.

Article History:

Received: April 2025; Revised: May 2025; Accepted: June 2026

Please cite this article in APA style as:

Firmansyah, A. Z., Qurratu'aini, N. I., Boyas, J. R., & Pujianto, W. E. (2026). The Influence of Individual Career and Individual-Organization Fit on Generation Z's Intention to Quit Work. *Journal of Educational Management Research*, 5(4), 5044-5064.

INTRODUCTION

The contemporary workplace is experiencing profound transformation as digitalization, flexible work arrangements, and shifting workforce values redefine employment relationships across industries (Pózner & Kozák, 2025; Reddy, 2025; Suyatno & Rokhimah, 2026). Among these changes, the entry of Generation Z into the labor market has become one of the most influential developments because this generation possesses distinctive expectations regarding meaningful work, career autonomy, continuous learning, and work–life balance (Syafani et al., 2025). Unlike previous generations, Generation Z

evaluates employment not merely as a source of income but as a platform for personal growth and self-actualization (Adi & Sary, 2025; Tan & Chin, 2023). Consequently, organizations are increasingly challenged to design human resource practices capable of sustaining employee engagement while accommodating these evolving expectations. Failure to respond to these changes may lead to declining organizational commitment, increasing workforce instability, and reduced productivity (Armayani & Soemaryani, 2025; Vikar & Wahyuni, 2026). Therefore, understanding the determinants that encourage Generation Z to remain in or leave an organization has become an important societal issue, as employee retention directly influences organizational sustainability, economic competitiveness, and long-term labor market stability (Setiawan & Wakhyuni, 2025).

The mismatch between organizational practices and Generation Z's career expectations has emerged as a significant employment challenge worldwide. Recent phenomena such as The Great Resignation and quiet quitting demonstrate that many young employees are willing to disengage psychologically or voluntarily leave organizations when they perceive limited career opportunities, poor value congruence, or inadequate support for their personal development (Jeong et al., 2025; Sriwidadi & Prabowo, 2025; Tanoto & Tami, 2024). This trend has substantial organizational consequences, including escalating recruitment costs, knowledge loss, declining service quality, and disrupted organizational performance. Gallup's State of the Global Workplace 2026 further reports that employee engagement has declined for the second consecutive year, while nearly 68% of employees in Southeast Asia are categorized as quiet quitters, contributing to an estimated global productivity loss of approximately US\$10 trillion, or around 9% of global GDP (Boy & Sürmeli, 2023; Karrani et al., 2023; Zhong et al., 2023). These findings indicate that turnover intention among younger employees has evolved beyond an individual career decision into a strategic organizational and socioeconomic challenge requiring comprehensive empirical investigation.

The urgency of this issue is particularly evident in Sidoarjo Regency, one of Indonesia's largest industrial and manufacturing centers, where rapid economic growth has not been accompanied by stable workforce retention. The manufacturing sector contributes nearly half of the regional gross domestic product and supports economic growth approaching six percent. However, according to the Sidoarjo Regency Central Statistics Agency (2026), the region recorded East Java's highest open unemployment rate at 6.49%, exceeding the provincial average of 4.19%, with approximately 76,000 unemployed individuals, mostly high school and university graduates. Employees aged 20–24 years also experienced the province's highest turnover rate. This paradox indicates that employee retention depends not only on labor demand but also on psychological and organizational factors shaping Generation Z employees' turnover intention.

Previous studies consistently identify Individual Career as an important determinant of employees' attitudes and retention. Hall (2004) defines Individual Career as a self-directed orientation in which individuals actively manage and evaluate career goals according to personal values and aspirations (Alshaikhmubarak & Aljabr, 2025). Recent evidence shows that career planning, competency development, and advancement opportunities enhance job satisfaction and organizational commitment, whereas limited career opportunities increase turnover intention, especially among Generation Z employees who value continuous learning (Berber et al., 2022; Intansari & Pendrian, 2026; Rumahorbo, 2025). Nevertheless, prior research has mainly examined the direct relationship between career-related variables and turnover intention, while the psychological mechanism explaining how career orientation influences behavioral intentions through job satisfaction remains insufficiently explored, particularly in Indonesia's emerging Generation Z workforce (Lim & Dini, 2023; Sanjaya & Daniel, 2024).

Another stream of research highlights Person–Organization Fit (P–O Fit), referring to the compatibility between employees' values, goals, and characteristics and those of their organizations (Esterina et al., 2025; Zhang & Shokory, 2025). Employees perceiving stronger value congruence generally report higher job satisfaction, stronger organizational commitment, and lower turnover intention (Lim & Dini, 2023; Syahputra & Hendarman, 2024). A recent meta-analysis by Fithri Mardiyah et al. (2025), synthesizing 51 Scopus-indexed studies, identified P–O Fit as one of the strongest predictors of turnover intention. However, previous studies have largely examined Individual Career and P–O Fit separately, with limited attention to their combined influence through job satisfaction. Empirical evidence from Indonesia's industrial sector, particularly Sidoarjo Regency, also remains limited despite Generation Z's distinctive workplace expectations (Sidiq & Poerwita, 2025).

This study addresses these gaps by proposing an integrated framework examining the effects of Individual Career and Person–Organization Fit on Generation Z's Turnover Intention through Job Satisfaction (Achmad et al., 2023; Sriwidadi & Prabowo, 2025; Tanoto & Tami, 2024). Unlike previous studies focusing primarily on direct relationships or isolated variables, this research explains the psychological mechanism linking career orientation and organizational value congruence with turnover intention (Kakar et al., 2023; Riamanda et al., 2025). The study specifically investigates Generation Z employees in Sidoarjo Regency, an industrial region characterized by rapid economic growth and high labor mobility, thereby providing evidence from a developing economy that remains underrepresented in turnover literature. Accordingly, this research contributes theoretically by enriching employee retention literature and practically by offering evidence-based recommendations for sustainable Generation Z retention strategies.

Based on these theoretical and empirical gaps, this study addresses the following research question: How do Individual Career and Person–Organization Fit influence Generation Z’s Turnover Intention through Job Satisfaction? The study adopts the Theory of Planned Behavior (Ajzen, 1991), which explains that behavioral intentions are shaped by individuals’ psychological evaluations of their experiences (Qiu et al., 2025). Within this framework, Individual Career and Person–Organization Fit are expected to enhance job satisfaction, which subsequently influences employees’ intention to remain with or leave their organizations. This conceptual model is empirically tested using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4, based on data collected from 210 Generation Z employees aged 19–28 years working in various organizations across Sidoarjo Regency.

RESEARCH METHODS

This study employed a quantitative approach using a cross-sectional explanatory design to examine the relationships among Individual Career, Person–Organization Fit, Job Satisfaction, and Turnover Intention. A quantitative approach was chosen because the research aimed to empirically test hypothesized relationships among measurable constructs and estimate both direct and indirect effects through statistical analysis. The cross-sectional design enabled data collection at a single point in time, providing a snapshot of Generation Z employees’ perceptions of career management, organizational compatibility, job satisfaction, and turnover intention. The explanatory design was appropriate because the study sought to explain causal mechanisms rather than merely describe observed phenomena. Data were analyzed using Structural Equation Modeling–Partial Least Squares (PLS-SEM) with SmartPLS 4, a variance-based technique suitable for prediction-oriented studies involving multiple latent variables, complex structural relationships, and mediation analysis (Sabol et al., 2023).

The study was conducted in Sidoarjo Regency, East Java, Indonesia, one of the country’s largest industrial and manufacturing centers. Sidoarjo was selected because it represents a strategic employment region characterized by rapid industrial growth and a high concentration of Generation Z employees working in manufacturing, trade, logistics, and service sectors. Although the region contributes substantially to economic development, it continues to experience relatively high labor mobility and employee turnover among young workers. Previous labor statistics indicate that employees aged 20–24 years exhibit the highest turnover rate compared with other age groups, emphasizing the need to investigate factors influencing employee retention. Therefore, Sidoarjo provides an appropriate empirical setting for examining how Individual Career and Person–Organization Fit influence Job Satisfaction and Turnover Intention among Generation Z employees.

Primary data were collected through a structured online questionnaire administered between [Month–Month 2026] using Google Forms. The target population consisted of Generation Z employees aged 19–28 years who were actively employed in companies located in Sidoarjo Regency. Respondents were selected using purposive sampling, with inclusion criteria requiring participants to (1) be between 19 and 28 years old, (2) currently work in a company located in Sidoarjo Regency, and (3) have worked for at least six months to ensure adequate organizational experience. Following the recommendation of Hair et al. (2022), the minimum sample size was determined using the ten-times rule (Sabol et al., 2023). Since the research model consisted of 21 measurement indicators, the minimum required sample was 210 respondents, all of whom were successfully obtained. Measurement items for Individual Career, Person–Organization Fit, Job Satisfaction, and Turnover Intention were adapted from validated instruments reported in previous studies and assessed using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4. The analysis followed the two-stage procedure recommended by Hair et al. (2022). The first stage involved evaluating the measurement model (outer model) by assessing indicator reliability, internal consistency reliability using Cronbach’s Alpha and Composite Reliability, convergent validity using Average Variance Extracted (AVE), and discriminant validity using the Heterotrait–Monotrait Ratio (HTMT) (Ghazali & Fauzi, 2025). The second stage evaluated the structural model (inner model) by examining collinearity, coefficient of determination (R^2), effect size (f^2), predictive relevance (Q^2), path coefficients, and mediation effects. Statistical significance was assessed through the bootstrapping procedure with 5,000 resamples, using a significance level of $p < 0.05$ to test the proposed hypotheses.

RESULTS AND DISCUSSION

Results

Respondent Characteristics

The demographic characteristics of the respondents included in this study are The profile consists of gender, age, and length of service, which provides a general overview of the sample composition. These characteristics help demonstrate that respondents represent Generation Z employees with diverse demographic backgrounds and varying levels of organizational experience, thus supporting the relevance of subsequent analysis.

Table 1. Respondent Characteristics

Category	Description	Number	Percentage
Gender	Male	89	42.38%
	Female	121	57.62%
Age	19 years	28	13.33%

Length of Service	19–25 years	97	46.19%
	25–29 years	85	40.48%
	<6 months	14	6.67%
	6 months - 1 year	60	28.57%
	1 year – 3 years	124	59.5%
	>3 years	12	5.71%

Table 1 shows that most respondents were female (57.62%), while males accounted for 42.38%. The largest age group was 19–25 years (46.19%), followed by 25–29 years (40.48%) and 19 years (13.33%), indicating that the sample predominantly represented young Generation Z employees. Regarding organizational tenure, most respondents had worked for 1–3 years (59.05%), followed by 6 months–1 year (28.57%), suggesting that the participants had sufficient work experience to evaluate their career development, organizational fit, job satisfaction, and turnover intention.

Measurement Model Analysis

Convergent Validation Test

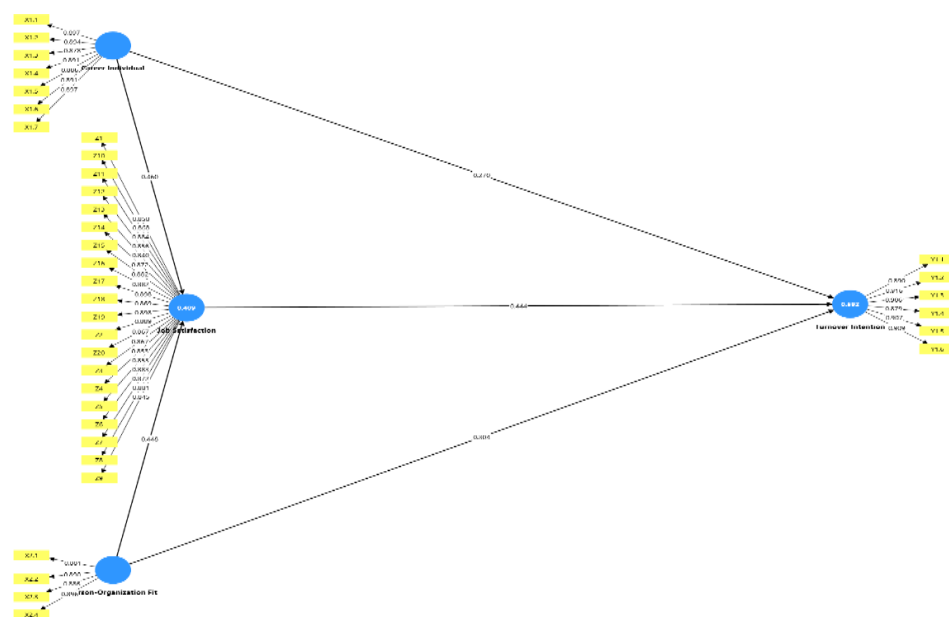


Figure 2. Factor Loadings

Convergent validity in SmartPLS is evaluated through outer loading values, where values above (>0.70) are considered to meet the criteria, and thus the indicators are deemed valid in representing the construct. In exploratory studies or the early stages of instrument development, outer loading values of 0.50–0.60 are still acceptable. Convergent validity is also assessed through the Average Variance Extracted (AVE), which should exceed 0.50 (Hair et al., 2022).

Tabel 2. Outer Loading

<i>Measurment</i>	<i>Item</i>	<i>Outer Loading</i>
<i>Individual Career</i>		
I have identified my strengths and weaknesses that affect my career	X1.1	0,897
I clearly understand the performance evaluation the company has given me	X1.2	0,894
I have career goals I want to achieve in the next few years.	X1.3	0.878
I introduce myself to people who can influence my career	X1.4	0.891
I build relationships with people in the field I want to pursue	X1.5	0.886
I have asked people for career advice even when it wasn't offered	X1.6	0.891
I have asked for feedback on my performance	X1.7	0.897
<i>Person-Organization Fit</i>		
The values I believe in align with the values practiced in this organization	X2.1	0.881
The culture and work style of this organization align with my personal values	X2.2	0.890
<i>Measurment</i>	<i>Item</i>	<i>Outer Loading</i>
The career goals I have set are aligned with this organization's goals.	X2.3	0.886
This organization provides me with the opportunity to achieve the career goals that are important to me	X2.4	0.896
<i>Turnover Intention</i>		
I have thought about quitting my current job	Y1.1	0.890
I have thought about changing jobs from my current one	Y1.2	0.916
I see better job opportunities at other companies	Y1.3	0.906
I am currently looking for a job other than this one	Y1.4	0.879
I still want to work at this company for a long time	Y1.5	0.907
I have decided to leave this company in the near future	Y1.6	0.909
<i>Job Satisfaction</i>		
I am satisfied with my chances of being promoted	Z1	0.858
I am satisfied with my chances of getting a raise	Z2	0.889
People here can get promoted just as quickly as elsewhere	Z3	0.867
Those who perform well at work have a fair chance of being promoted	Z4	0.853
I have too much work	Z5	0.853
There are benefits we should be receiving but aren't getting	Z6	0.883
I feel unappreciated by the organization when I think about the salary they pay me	Z7	0.872
I don't feel that the work I do is valued	Z8	0.881
My boss My is competent in carrying out his duties	Z9	0.845
I like my boss	Z10	0.868

My boss doesn't show much interest in his subordinates' feelings	Z11	0.884
My supervisor is unfair to me	Z12	0.856
I often feel like I don't know what's going on in this organization	Z13	0.840
The purpose of this organization is unclear to me	Z14	0.872
Job duties are not fully explained	Z15	0.882
I enjoy doing the things I do at work	Z16	0.882
I take pride in my work	Z17	0.898
My job is enjoyable	Z18	0.869
I like the people I work with	Z19	0.898
I enjoy my coworkers	Z20	0.867

Source: SmartPLS Data Processing Results

Based on Table 2, the Outer Loading values indicate that the majority of items have met the criteria for convergent validity and can be used in the next stage of analysis.

Table 3. Construct Realibility dan Validity

Variabel	Cronbach's alpha	Composite reliability (rho_c)	Average variance extracted (AVE)
<i>Individual Career</i>	0.956	0.964	0.793
<i>Job Satisfaction</i>	0.983	0.984	0.759
<i>Person-Organization Fit</i>	0.911	0.937	0.789
<i>Turnover Intention</i>	0.954	0.963	0.812

Source: SmartPLS Data Analysis Results

Based on Table 3, all variables meet the established criteria for convergent validity and reliability (Hair et al., 2022). The Cronbach's Alpha values for all variables are above 0.90, with the highest value for Job Satisfaction at 0.983 and the lowest for Person-Organization Fit at 0.911. The Composite Reliability values for all variables are also above 0.93, far exceeding the minimum threshold of 0.70. The AVE values for all variables were above 0.75, with the highest value for Turnover Intention at 0.812 and the lowest for Job Satisfaction at 0.759; all exceeded the minimum threshold of 0.50. Thus, the Outer Loadings, AVE, Cronbach's Alpha, and Composite Reliability all meet the criteria for convergent validity and overall reliability.

Discriminant Validity Test

Discriminant validity is used to test a construct's ability within a model to be clearly distinguished from other constructs, ensuring that each has unique characteristics and does not overlap with others. The test in this study was

conducted using the Heterotrait-Monotrait (HTMT) ratio with a criterion of a value less than 0.90 (Hair et al., 2022).

Table 4. Discriminant Validity Test

Variabel	<i>Career Individual</i>	<i>Job Satisfaction</i>	<i>Person- Organization Fit</i>	<i>Turnover Intention</i>
<i>Individual Career</i>				
<i>Job Satisfaction</i>	0.469			
<i>Person-Organization Fit</i>	0.052	0.467		
<i>Turnover Intention</i>	0.491	0.725	0.535	

Source: SmartPLS Data Analysis Results

Based on Table 4, all HTMT values between constructs are below the 0.90 threshold required by (Hair et al., 2022), with the highest value of 0.725 between Job Satisfaction and Turnover Intention, followed by a value of 0.535 between Person-Organization Fit and Turnover Intention, and a value of 0.491 between Individual Career and Turnover Intention. Thus, it can be concluded that all variables have met the criteria for discriminant validity.

Reliability Test

Reliability measurement is a test to determine the accuracy of indicators within a construct. Reliability is assessed using Cronbach's Alpha; a value greater than 0.70 indicates reliability. Furthermore, composite reliability, as an indicator of internal consistency, differs from Cronbach's Alpha which requires a value greater than 0.70 in that it allows for an acceptable threshold starting at 0.60 (Hair et al., 2022).

Table 5. Construct Reliability and Validity

Variabel	Composite reliability (rho_c)
<i>Individual Career</i>	0.964
<i>Job Satisfaction</i>	0.984
<i>Person-Organization Fit</i>	0.937
<i>Turnover Intention</i>	0.963

Source: SmartPLS Data Analysis Results

Based on Table 5 above, the Composite Reliability value is above 0.70, indicating good internal consistency and reliability. Thus, the measurement model is deemed adequate and can proceed to the structural model evaluation stage (inner model).

Structural Model Analysis

R Square

According to Hair et al. (2022), the R-Square value is used to measure the coefficient of determination for the dependent variable. Generally, a value of 0.67 is categorized as strong, 0.33 as moderate, and 0.19 as weak. Additionally, the adjusted R-squared is used to indicate the ability of the independent variables to explain the dependent variable. Changes in the R-squared value also reflect the contribution of the independent constructs to the dependent construct in the research model.

Table 6. R-Square

Variabel	R-square	R-square adjusted
<i>Job Satisfaction</i>	0.409	0.404
<i>Turnover Intention</i>	0.592	0.586

Source: SmartPLS Data Analysis Results

Based on the results of the coefficient of determination (R-squared) test, a value of 0.592 was obtained for the Turnover Intention variable and 0.409 for the Job Satisfaction variable. According to the criteria (Hair et al., 2022), the R-Square value of 0.592 for the Turnover Intention variable falls into the moderate-to-strong category, meaning that the independent and mediating variables account for 59.2% of the variation in Turnover Intention. Meanwhile, the R-Square value for the Job Satisfaction variable, at 0.409, falls into the moderate category, meaning that Individual Career and Person-Organization Fit account for 40.9% of the variation in Job Satisfaction, while the remaining 59.1% is explained by variables outside the model. The insignificant difference between the R-Square and Adjusted R-Square values (0.586 and 0.404) indicates good model consistency.

F- Square

Effect size testing (f -square/ f^2): f -square is used to evaluate the contribution of each construct to the R-square value of the endogenous variable (Hair et al., 2022). The criteria for evaluating f -square are as follows: a value of 0.02 indicates a small effect, 0.15 indicates a moderate effect, and 0.35 indicates a large effect. The results of the F-square test in this study are presented in the following table.

Table 7. F Square

	<i>Individual Career</i>	<i>Job Satisfaction</i>	<i>Person-Organization Fit</i>	<i>Turnover Intention</i>
<i>Individual Career</i>		0.358		0.131
<i>Job Satisfaction</i>				0.286
<i>Person-Organization Fit</i>		0.340		0.169
<i>Turnover Intention</i>				

Source: SmartPLS Data Analysis Results

Based on Table 7, the f-square value for the effect of Individual Career on Job Satisfaction is 0.358, which falls into the “large” category; similarly, the effect of Person-Organization Fit on Job Satisfaction is 0.340, which also falls into the “large” category. The effect of Job Satisfaction on Turnover Intention, at 0.286, falls into the moderate-to-large category, while the effect of Person-Organization Fit on Turnover Intention, at 0.169, falls into the moderate category. Meanwhile, the direct effect of Individual Career on Turnover Intention, at 0.131, falls into the small category according to the criteria (Hair et al., 2022), indicating that the substantive contribution of Individual Career to Turnover Intention operates primarily indirectly through Job Satisfaction.

Q-Square

To measure the model’s predictive ability, this study used Q²predict analysis in the PLS-SEM method. According to Hair et al. (2022), the Q²predict value is used to evaluate the extent to which the model can predict endogenous variables. A model is said to have predictive relevance if the Q²predict value is greater than zero ($Q^2 > 0$). Additionally, the prediction evaluation is supported by the RMSE and MAE values, where smaller error values indicate better predictive ability of the model. The results of the Q²predict test in this study are presented in the following table.

Table 8. Q-Square

Variabel	Q ² predict	RMSE	MAE
<i>Job Satisfaction</i>	0.397	0.784	0.647
<i>Turnover Intention</i>	0.465	0.738	0.600

Source: SmartPLS Data Analysis Results

The results of the predictive relevance test show that the Turnover Intention variable has a Q²predict value of 0.465, which falls into the moderate-to-high category, while the Job Satisfaction variable has a value of 0.397, which falls into the moderate category. The RMSE and MAE values for each variable also indicate an acceptable level of prediction error, namely an RMSE of 0.738 and an MAE of 0.600 for Turnover Intention, and an RMSE of 0.784 and an MAE of 0.647 for Job Satisfaction. Since all Q²predict values are greater than zero, the model has adequate predictive power for the endogenous variables according to the criteria (Hair et al., 2022).

Hypothesis Testing

Table 9 Path Coefficients

Variabel	Original sample (O)	T statistics (O/STDEV)	P values
<i>Individual Career -> Job Satisfaction</i>	0.460	9.133	0.000
<i>Individual Career -> Turnover Intention</i>	0.270	5.381	0.000

<i>Job Satisfaction -> Turnover Intention</i>	0.444	7.773	0.000
<i>Person-Organization Fit -> Job Satisfaction</i>	0.448	9.163	0.000
<i>Job Satisfaction -> Turnover Intention</i>	0.304	6.043	0.000

Source: SmartPLS Data Analysis Results

The hypothesis testing results indicate that all structural relationships in the proposed model are statistically significant ($p < 0.001$), although not all findings support the expected theoretical direction. Individual Career has a positive and significant effect on Turnover Intention ($\beta = 0.270$, $t = 5.381$), suggesting that a stronger individual career orientation is associated with a higher intention among Generation Z employees to leave their organizations; therefore, this hypothesis is rejected because the observed direction contradicts the proposed expectation. Conversely, Individual Career positively and significantly influences Job Satisfaction ($\beta = 0.460$, $t = 9.133$), indicating that better career management enhances employees' job satisfaction, thereby supporting the proposed hypothesis. Similarly, Person–Organization Fit demonstrates significant positive effects on both Turnover Intention ($\beta = 0.304$, $t = 6.043$) and Job Satisfaction ($\beta = 0.448$, $t = 9.163$). While the positive relationship with Job Satisfaction supports the theoretical expectation that greater value congruence improves employees' work experiences, its positive association with Turnover Intention differs from the commonly expected negative relationship. Finally, Job Satisfaction also exerts a positive and significant effect on Turnover Intention ($\beta = 0.444$, $t = 7.773$), leading to the rejection of the proposed hypothesis because the empirical result is opposite to the hypothesized negative effect. Overall, these findings reveal that although all paths are statistically significant, several relationships exhibit directions that differ from established theoretical expectations, indicating the need for further interpretation within the specific context of Generation Z employees in Sidoarjo Regency.

Table 10. Indirect effect

Variabel	Original sample (O)	T statistics (O/STDEV)	P values
<i>Individual Career -> Job Satisfaction</i>	0.204	6.169	0.000
<i>Person-Organization Fit -> Job Satisfaction</i>	0.199	5.902	0.000

Source: SmartPLS Data Analysis Results

The mediation analysis demonstrates that Job Satisfaction significantly mediates the relationships between both Individual Career and Person–Organization Fit and Turnover Intention among Generation Z employees in Sidoarjo Regency. Specifically, Individual Career exerts a significant indirect

effect on Turnover Intention through Job Satisfaction ($\beta = 0.204$, $t = 6.169$, $p < 0.001$), indicating that individual career orientation influences employees' intention to leave by first shaping their level of job satisfaction; therefore, the proposed mediation hypothesis is accepted. Likewise, Person–Organization Fit has a significant indirect effect on Turnover Intention through Job Satisfaction ($\beta = 0.199$, $t = 5.902$, $p < 0.001$), suggesting that the compatibility between employees' personal values and organizational values affects turnover intention by enhancing job satisfaction, which functions as a key psychological mechanism linking organizational fit to employees' behavioral intentions. Overall, these findings confirm that Job Satisfaction serves as a significant mediating variable, explaining how both career-related factors and organizational value congruence influence Generation Z employees' turnover intention, thereby supporting the proposed mediation model.

Upsilon V Test

To measure the indirect effect in the mediation test, the statistical formula for the upslon statistic is used: $V = \beta_2MX \beta_2YM.X$, with the following criteria: 0.175 indicates high mediation, 0.075 indicates medium mediation, and 0.01 indicates low mediation (Paraswati et al., 2024). The Upsilon V test is used to determine whether the mediating variable has an effect on the relationship between the independent and dependent variables or not.

Table 11. Upsilon V Test

Hypothesis	<i>Upsilon V</i> Statistic	Mediation Description
<i>Individual Career -> Turnover Intention -> Job Satisfaction</i>	$v_{H6} = (0,460 \times 0,444)^2$ $v_{H6} = (0,20424)^2 = 0,0417$	Low
<i>Person-Organization Fit -> Turnover Intention -> Job Satisfaction</i>	$v_{H7} = (0,448 \times 0,444)^2$ $v_{H7} = (0,198912)^2 = 0,0396$	Low

Source: SmartPLS Data Analysis Results

The magnitude of the mediating effect in this study was evaluated using the Upsilon (v) statistic, which is calculated by multiplying the square of the path coefficient from the independent variable to the mediator by the square of the path coefficient from the mediator to the dependent variable. The results show that the Upsilon value for the relationship between Individual Career and Turnover Intention via Job Satisfaction is 0.0417. Meanwhile, the Upsilon value for the relationship between Person-Organization Fit and Turnover Intention via Job Satisfaction is 0.0396. Based on the criteria for interpreting Upsilon, both values fall into the category of low mediation effects. This means that although Job Satisfaction was found to significantly mediate both relationships, the magnitude of the mediation contribution at the structural level is relatively low.

Common Method Bias Test

A common method bias test was conducted to determine the possibility of bias caused by the use of the same data sources and collection methods. This study employed a full collinearity assessment approach by evaluating the Variance Inflation Factor (VIF) for each construct. The full collinearity VIF value was calculated using the formula $VIF = 1/(1 - R^2)$, where the value R^2 was obtained through regression of each construct against all other constructs. According to Kock (2015), a VIF value exceeding 3.3 indicates the presence of common method bias, whereas a VIF value not exceeding 3.3 indicates no serious indication of common method bias.

Table 12 Common Method Bias Test

Construct	R^2	Full Collinearity VIF	Limit	Description
<i>Individual Career</i>	0,765	4,255	3,3	CMB indicated
<i>Person-Organization Fit</i>	0,683	3,155	3,3	No indication of CMB
<i>Turnover Intention</i>	0,760	4,167	3,3	CMB indicated
<i>Job Satisfaction</i>	0,746	3,937	3,3	CMB indicated

Source: SmartPLS Data Analysis Results

Based on the results of the full collinearity assessment, the VIF values obtained were 4.255 for the Individual Career construct, 3.155 for Person-Organization Fit, 4.167 for Turnover Intention, and 3.937 for Job Satisfaction. The VIF value for the Person-Organization Fit construct is below the 3.3 threshold, while the VIF values for the Individual Career, Turnover Intention, and Job Satisfaction constructs are above the 3.3 threshold. Thus, three of the four constructs in the model show indications of common method bias. These results indicate that the use of self-report questionnaires, the same respondent source, and data collection at the same time may potentially influence the estimation of relationships between variables. However, these findings do not automatically invalidate the research results; rather, they should be considered as potential methodological biases when interpreting the relationships between Individual Career, Person-Organization Fit, Job Satisfaction, and Turnover Intention.

Discussion

The findings reveal that Individual Career positively and significantly influences both Turnover Intention and Job Satisfaction, indicating that Generation Z employees with stronger career orientation are more satisfied while also becoming more willing to seek alternative employment (Yu, 2024; Zhang & Shokory, 2025). The positive relationship with Job Satisfaction supports Hall (2004) and Hirschi and Koen (2021), who argued that proactive career management enhances employees' sense of control over professional development (Coun et al., 2026). However, its positive effect on Turnover

Intention differs from earlier findings. Consistent with the Theory of Planned Behavior (TPB), stronger perceived behavioral control increases confidence in pursuing external opportunities. Organizations should therefore combine career development with transparent promotion systems and internal career mobility to retain Generation Z employees (Dhiba et al., 2024; Wadi et al., 2023).

The results also show that Person–Organization Fit positively and significantly affects both Turnover Intention and Job Satisfaction, demonstrating the dual role of value congruence in shaping Generation Z employees' workplace behavior (Costan et al., 2022; Lubis et al., 2024). The positive relationship with Job Satisfaction supports findings by Rivai Zainal et al. (2023) and Lochab and Arora (2026), showing that compatibility between employees' values and organizational culture improves work experiences (Coun et al., 2026; Wan & Duffy, 2022). However, its positive effect on Turnover Intention contrasts with studies suggesting that organizational fit reduces employees' intention to leave. Within the TPB framework, value congruence strengthens favorable work attitudes but may also encourage employees to evaluate external opportunities (Barthakur et al., 2025). Therefore, organizations should complement cultural alignment with continuous learning, career progression, and talent development to strengthen long-term employee commitment.

Another important finding is that Job Satisfaction positively and significantly affects Turnover Intention while mediating the relationships between Individual Career, Person–Organization Fit, and Turnover Intention. This result differs from conventional studies identifying job satisfaction as a factor that reduces turnover intention (Juhji et al., 2023; Pan et al., 2025). Instead, satisfied Generation Z employees remain willing to change jobs when external opportunities provide better career prospects or professional challenges. This pattern supports the TPB assumption that behavioral intention depends not only on favorable attitudes but also on perceived behavioral control and future expectations (Idran Muhammad, 2022; Maslakci, 2026).

Overall, the findings suggest that the determinants of Turnover Intention among Generation Z employees differ from those commonly reported in previous turnover studies (Adi & Sary, 2025). While earlier research generally concluded that career development, organizational fit, and job satisfaction reduce employees' intention to leave, this study demonstrates that these factors may instead increase readiness to pursue alternative career opportunities (Anapah et al., 2026; Rmadan, 2022). This phenomenon reflects Generation Z's tendency to view career mobility as a normal strategy for accelerating professional growth rather than as an indication of dissatisfaction (Abrahão et al., 2025; Rozi et al., 2025). Consequently, turnover intention should be interpreted through a generational perspective rather than solely through traditional organizational behavior theories (Rozi et al., 2026). This perspective offers a more

comprehensive understanding of employee retention and workforce behavior in increasingly dynamic and competitive labor markets.

The present study contributes to both theory and practice. Theoretically, it extends the Theory of Planned Behavior by demonstrating that Individual Career, Person–Organization Fit, and Job Satisfaction jointly influence Turnover Intention through interconnected psychological mechanisms. Unlike previous studies viewing job satisfaction primarily as a factor reducing turnover intention, this research shows that satisfaction may coexist with employees' willingness to change jobs when career aspirations remain unmet. These findings broaden the application of TPB within the context of Generation Z and provide empirical evidence from Indonesia, where integrated turnover models remain limited (Mutambik, 2024). Practically, organizations should redesign retention strategies by integrating career development, transparent promotion systems, organizational value alignment, mentoring, and continuous learning opportunities to strengthen long-term commitment while reducing unnecessary turnover and supporting organizational sustainability.

CONCLUSION

This study demonstrates that Individual Career, Person–Organization Fit, and Job Satisfaction play significant roles in shaping Generation Z employees' Turnover Intention, revealing that career orientation and organizational value congruence not only enhance job satisfaction but also increase employees' readiness to pursue alternative career opportunities. The principal lesson from these findings is that retaining Generation Z requires organizations to move beyond improving job satisfaction alone by integrating meaningful career development with strong value alignment. Theoretically, this study contributes to extending the Theory of Planned Behavior (TPB) by explaining turnover intention through the combined influence of perceived behavioral control, attitudes toward behavior, and organizational value congruence within a single mediation model. Nevertheless, the study is limited by its cross-sectional design, self-report questionnaire, and respondents drawn exclusively from Sidoarjo Regency, which may restrict generalizability and introduce common method bias. Future studies should employ longitudinal or mixed-method approaches and involve broader industrial and regional contexts to validate and extend these findings.

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