

Modeling Affective Commitment and Job Satisfaction as A Mediating Role in Predicting Turnover Intention among Gen Z Employees

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ABSTRACT

This study investigated the impact of transformational leadership on Gen Z employees' intentions to leave their jobs. It used affective commitment and work satisfaction as mediating factors. The samples involved 300 Gen Z workers, aged 16 to 26, from various companies across five major Indonesian cities. This study employed a Likert scale questionnaire for data collection, and CFA and SmartPLS Version 22 were used for analysis. The findings demonstrated that transformational leadership significantly reduced the intention of turnover while also enhancing affective commitment and work satisfaction. Then, affective commitment had a strong negative influence on turnover intention. Contrary to job satisfaction, it had a substantial positive impact on turnover intention. Further analysis revealed that transformational leadership had a significant negative impact on turnover intention through affective commitment. Likewise, the influence of transformational leadership on turnover intention had a positive and significant impact if mediated by job satisfaction. An important contribution of this research found that contrary to general assumptions, especially for Gen Z employees, when transformational leadership is good and has a high level of job satisfaction, they will still have turnover intentions.

Keywords: Affective commitment; Gen Z; Job satisfaction; Transformational leadership; Turnover intention



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INTRODUCTION

In a highly competitive business world like the current era, employees are required to have the skills and competencies to achieve success in an organization. This achievement can also have a beneficial impact on a worker's career progress. Human resources have always been an important part of a company to achieve success (Dodanwala & Santoso, 2022). Retaining employees who have great talent is very difficult to do because of the large demand and limited human resources that correspond to the entity's goals and objectives. Many organizations worry about employee turnover due to high underlying factors such as additional costs when recruiting new employees and loss of skills from existing knowledge (Anh Do et al., 2023). High employee turnover in an organization will cause the organization's performance reputation to become bad.

Turnover intent is often defined as a desire to flee, a desire to transfer, or a desire to quit. In general, intention appears to be a condition of awareness that aids a person's actions towards a certain behavior (Otache, 2019). Turnover occurs due to a variety of elements, including work satisfaction, occupation stress, poor pay, organizational commitment, organizational justice, and level of education (Otache & Inekwe, 2022).

Generation Z is the generation born in the 1997-2013 era. This generation has freedom in the work environment, which can help maximize their potential (Anh Do et al., 2023). The entry of Generation Z into the world of work brings dynamic changes in work activities, where workers belonging to Generation Z will tend to leave their jobs if the work they do does not meet expectations. By 2022, 54% of Gen Z personnel in the US say they will leave a job because the income is unsatisfactory, and 42% say they will leave if the job leads to exhaustion and a breakdown in life at work equilibrium. A percentage of 30% additionally stated that they would stop working if there had not been a job flexibility option (Statista, 2022).

Generation Z is a generation that is closely related to change. According to Annur (2023a), Indonesia is recorded as the world's fourth most populous country, with a population of 277.7 million according to a survey conducted by Statistics Indonesia (2020) explained that 70% of Indonesia's population, of whom are people of productive age 25.8% of the population is in the millennial generation age category, and 27.9% is in the Z generation age category. The large number of Gen Z who dominate the population of Indonesia makes this generation it becomes dynamic, enthusiastic, and exploratory (Anh Do et al., 2023).

Many factors cause the high turnover that occurs in Generation Z. One of the underlying factors is the impact of COVID-19 and the economic turmoil that has occurred over the last few years (Annur, 2023b). This incident was also supported by several factors, such as the low number of jobs available (Statista, 2022). This factor causes many Gen Z employees' performance patterns to change when looking for work. According to Lim (2011), Mass resignations have occurred in Indonesia over the last two years. A previously conducted survey explained that the wave of resignations in Indonesia was recorded as 68% of respondents were willing to give up salary increases or promotions for the sake of static work-life balance, welfare, and happiness (Lim, 2011). These results also prove that the effects of the COVID-19 incident have changed employee priorities to prioritize mental health and performance well-being (Ardi & Anggraini, 2023).

The intention to transfer employees from one organization to another encourages companies to be able to retain their employees, especially Generation Z. Several measures and efforts by companies need to be improved in preventing continuous employee turnover. According to Le et al. (2023), Turnover Intention, which often occurs in Generation Z, can cause the company's reputation in terms of performance to become bad. This situation also causes a decrease in the overall productivity of other employees. The high turnover intention that occurs will also increase the company's costs in recruiting, training, and developing new employees (Le et al., 2023; Otache & Inekwe, 2022).

Several previous studies have studied various variables in an effort to reduce turnover intentions, including transformational leadership. Transformational refers to strong emotional attachment and specific identification of the organization that is capable of increasing employee engagement levels to reduce turnover intentions (Gyensare et al., 2017). Several prior investigations were undertaken by Green et al. (2013), Hakim and Ibrahim (2017), and Matande et al. (2022). Moreover, transformational leadership has a negative and significant impact on turnover intention. The leader's approach will determine the team's success or failure, which can influence overall employee job satisfaction or

dissatisfaction. Transformational leadership can also be considered a major influence in reducing employee turnover.

Job satisfaction refers to an effective and pleasant emotional situation. Satisfied employees will mobilize their strengths to improve performance. When employees feel satisfied with their work, this will, in turn, improve the worker's overall work performance and increase commitment to the organization (Shafique et al., 2018). Previous research findings are contradictory to inquiries conducted by Al-Ali et al. (2019), and Huang and Su (2016), explaining that job satisfaction and turnover intention have a negative relationship. Lack of employee job satisfaction in a company results in absenteeism, lack of dedication, and increased turnover costs. In the simplest terms, dissatisfaction with one's job will motivate a much greater turnover intention (Huang & Su, 2016).

The presence of employee relationships with the organization is also considered capable of achieving general organizational goals in creating a good work environment. Several previous studies conducted by Gessesse and Premanandam (2023) explain that affective commitment is associated with an encouraging and detrimental connection in turnover intention. These results are in line with the findings Chan and Ao (2019), Rizwan et al. (2017), Tetteh et al. (2020), Torlak et al. (2021), and Yang et al. (2019). Employee commitment refers to the psychological bond between employees and the organization, which is able to describe the possibility that employees will not leave their organization (Haque et al., 2019). The higher the level of job satisfaction, the less likely the individual is to leave the organization of employee commitment and the lower the predicted turnover intention (Gessesse & Premanandam, 2023).

Several previous studies have explained the relationship between transformational leadership and turnover intention, which is driven by affective commitment and job satisfaction. However, not many have revealed in detail and in-depth the reasons why Gen Z often changes jobs in an organization within a short period, especially in Indonesia. Research in Indonesia regarding turnover among Gen Z has actually been carried out a lot, but this research only focuses on certain locations or companies.

Therefore, this research is important to carry out because it will review in more depth the factors in the variables studied that are able to reduce the turnover intention of Gen Z in Indonesia, who work in various companies spread across 5 big cities in Indonesia. This research aims to examine the role driven by job satisfaction and affective commitment in the relationship between transformational leadership and turnover intention in Generation Z in Indonesia. This research also aims to monitor the level of employees' desire to escape and understand the elements that may prevent Generation Z from leaving their jobs. Apart from that, this research is also expected to provide valuable information and suggestions for companies to be able to manage employee turnover behavior, especially among Generation Z employees.

LITERATURE REVIEW

Transformational leadership on turnover intention

Research has shown that transformational leadership is a key element in lowering turnover intentions. Transformational leadership is widely used to create a vision, foster pride and enjoyment in being a member of an organization, and communicate the reasons

why membership within a company is important (Peachey et al., 2014). Transformational leadership has been considered an important element in reducing employee turnover and is less likely to improve overall worker well-being (Gyensare et al., 2016). Transformational leadership has the potential to create an emotional bond between the leader and the followers. Numerous studies have found a link between transformational leadership and intention to leave (Diko & Saxena, 2023). Transformational leadership has a significant influence on the relationship between turnover intention in 318 Chinese university academic and general staff respondents, according to (Qi et al., 2022). Alkarabsheh et al. (2022) proposed that transformational leadership with a theory that proposes that leaders inspire nurses to go beyond their interests in shifting focus to teams and groups as a result of employee turnover that can be minimized in maintaining employee positions in Jordanian public hospitals, whereas (Sun & Wang, 2017). This description is used to formulate the first hypothesis as follows:

Hypothesis 1 (H1): Transformational leadership has a negative and significant effect on turnover intention

Job satisfaction and affective commitment

Leadership style is one of the many factors affecting employee job satisfaction. Job satisfaction has been conceptualized as an attitude that originates from the positive or negative aspects of a job. The existing literature is well aware of the connection between transformational leadership and job satisfaction (Abouraia & Othman, 2017). The characteristics of transformational leadership are able to provide a theoretical basis for explaining employee job satisfaction. Research Hilton et al. (2023) showed that transformational behavior could influence job satisfaction through employee perceptions of transformational leaders. Transformational leadership tends to encourage and motivate employees to take responsibility (Emery & Barker, 2007), so increasing workers' pride in accomplishment and job satisfaction with their work will make them reluctant to move. Laroche et al. (2005) explained that job satisfaction is described as a delightful emotional state due to an assessment of a person's job or work based on differences between hopes, desires, and values regarding the work carried out. Other findings explain that job satisfaction has a negative effect on turnover intention (Dodanwala & Santoso, 2022; Madhura et al., 2014; Özkan, 2022). Wickramasinghe (Wickramasinghe, 2010) also explained that job satisfaction is negatively linked to turnover intention.

Affective commitment is considered capable of influencing the transformational leadership carried out by the company. Affective commitment to the organization is a useful predictor (Haque et al., 2019; Ng, 2023) for withdrawal behavior. The less emotional commitment employees feel, the more inclined they are to leave one organization for another in seeking greater possibilities (Antón, 2009; Gessesse & Premanandam, 2023). Employees who are emotionally invested in the organization are less likely to leave and be absent from work than those who have a weak affective commitment. Affective commitment is closely related to the sentiment of an organization, where affective commitment can increase if employee needs and expectations are met (X. Chen et al., 2023). Affective commitment also refers to the concept that employees who are committed to working harder and better will be stronger in remaining in the workplace than those with a low level of commitment (Torlak

et al., 2021). Several studies have been carried out by Dewi et al. (2021), Anh Do et al. (2023) and Kafashpoor et al. (2014) explained that affective commitment is represented as the relative strength of a person's attachment to and involvement in a specific organization and utilized to measure the depth to which workers can be emotionally attached to, and involved in the organization. Ineffective affective commitment will be a reliable indicator of intention to leave (Fazio et al., 2017). Descriptions of several previous research results are used as a basis for formulating the following hypothesis:

Hypothesis 2 (H2): Transformational leadership has a direct and positive relationship with job satisfaction

Hypothesis 3 (H3): Affective commitment is positively related to transformational leadership

Hypothesis 4 (H4): Job satisfaction has a negative impact on turnover intention

Hypothesis 5 (H5): Turnover intention is negatively influenced by affective commitment

Mediating role of transformational leadership and turnover intention

Turnover intent relates to the extent to which a worker intends to leave their company. Transformational leadership behavior is closely consecutive to employee affective commitment, which in turn leads to reduced employee turnover intentions compared to one business to another. A study by Ennis et al. (2018) and Jiatong et al. (2022) proved that transformational leadership has an indirect impact on employee turnover intentions via the mediation of affective and normative commitment. These results are in line with Shahsavan and Safari (2017), where the results of this study confirm the impact of transformational leadership on turnover intention in connection with the mediating role of affective commitment (Mañas-Rodríguez et al., 2020) revealed that affective commitment can partially regulate the connection among transformational leadership and intention to leave.

Manes et al. (2018) noted that employees with high benefits satisfaction had significant on the job satisfaction scale and had significantly lower turnover intentions. They showed that benefit satisfaction mediates the relationship between job satisfaction and turnover intention. Agustiany (2020) explored the mediating effect of job satisfaction and explained that job satisfaction had a significant effect on employee turnover.

Transformational leadership and overall employee job satisfaction are able to mediate the relationship between turnover intention among hotel workers (Hakim & Ibrahim, 2017), which is in line with Bushra et al. (2011). Bushra et al. (2011) examined the relationship between transformational leadership and job satisfaction among 133 bank employees in Pakistan. According to the findings of this study, transformational leadership has an encouraging effect on job satisfaction. This description is used to formulate the following hypothesis:

Hypothesis 6 (H6): Job satisfaction can mediate the relationship between transformational leadership and turnover intention.

Hypothesis 7 (H7): Affective commitment can act to mediate a relation between transformational leadership and turnover intention

RESEARCH METHOD

The research being conducted is a type of exploratory research. The research population consisted of 5 large cities (Jakarta, Surabaya, Bandung, Medan, Makassar) in Indonesia; the selection of these cities was based on the largest population among other cities (Annur, 2023a). Indonesia's population density is currently dominated by people belonging to the Z generation (1997-2013). Purposive sampling was used to figure out the sample in this study because it provides a wider for the entire population (Sekaran & Bougie, 2016). The sample criteria used in this research are: (1) Domiciled in the Jakarta, Surabaya, Makassar, Bandung, and Medan areas; (2) Age 16–26 years; (3) An employee Still or Outsourcing; (4) Work period ≥ 1 year. The sample size was calculated using the criteria proposed by (Hair Jr et al., 2010), where the calculation is carried out by multiplying the number of indicators (30) by 10. In addition, this research developed data sourced from questionnaires sent to respondents via Google Forms. The online approach was selected because it makes it easier for researchers to distribute questionnaires more widely. A total of 300 questionnaires were sent via the official Google Form link from the link created by the researcher. Data collection took 7 weeks. The 300 responses obtained were then analyzed using SmartPLS and CFA software. Figure 1 showed the conceptual research that will conduct in this analysis.

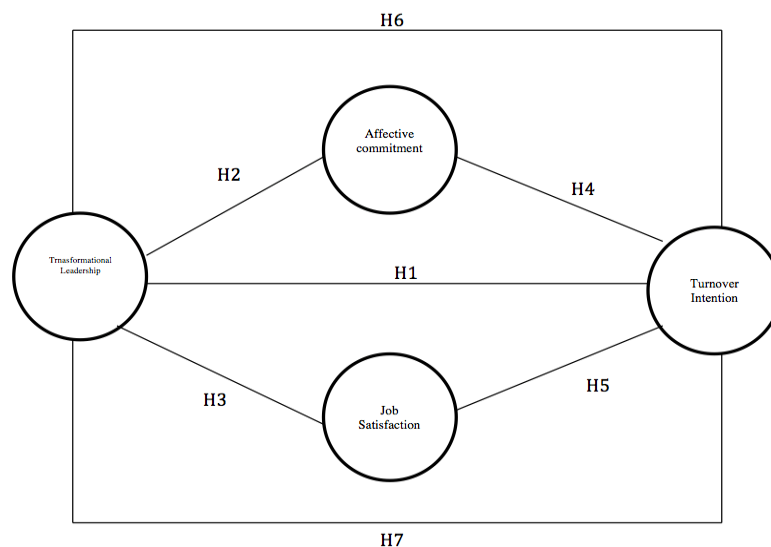


Figure 1. Conceptual research

Measures

This study's questionnaire was adapted from prior investigations. Each of the questions was evaluated on a scale based on a five-point Likert, with 1 demonstrating strong disagreement and 5 showing strong agreement (Sekaran & Bougie, 2016). The questionnaire items from this research were adapted from several previous studies, where the transformational leadership variable was adopted (Gyensare et al., 2016) with 10 statement items such as, My manager goes beyond Individual desires sacrificed for the sake of the group. Next, the dependent factor is turnover. Which is measured with four items adapted from research (M. F. Chen et al., 2011; Mitchel, 1981; Schuler & Jackson, 1987) with 4 measurement items such as how confident it is that you have indicated that you will take steps over the next year to find another job, and the mediating variable job satisfaction,

measured with 7 items and a scale, adapted from research (Chao et al., 2015), as well as the affective commitment variable measured with 4 items adopted from (Gyensare et al., 2016), such as I do not feel any emotional attachment to this company.

RESULTS AND DISCUSSION

Descriptive statistics

Respondent demographics for this research show that the 300 respondents obtained were based on Gen Z employees in several existing companies. Based on Table 1 regarding the demographics of gender respondents, The overwhelming majority of those who participated in the current research were male. Specifically, 198 people (66%), and the highest percentage in terms of age were aged 21–26 years, as many as 232 (77.4%). As for categories based on the highest level of education, there were 20 respondents (6.7%), a bachelor's degree for 231 people (77%), and a master's degree for 49 people (16.4%). Length of work 1-5 years 285 (95%) vulnerable 6-10 years 15 (5%) and contract work status 192 (64%) permanent employees 108 (36%).

Table 1. Respondent Demographics

Profile	Category	Frequency	Percentage (%)
Gender	Man	198	66
	Woman	102	34
Age	16-20 years old	68	22.7
	21-26 years old	232	77.4
Last education	High school/equivalent	20	6.7
	Bachelor	231	77
	Master's Degree	49	16.4
Length of work (years)	1-5	285	95
	6-10	15	5
	11-15	0	0
	> 15	0	0
Job-status	Still	108	36
	Outsourcing	192	64

Measurement Model

The latent research construct measurement model used in this research includes transformational leadership, affective commitment, job satisfaction, and turnover intention. In this research, the measurement method uses SmartPLS and CFA to assess and study simultaneously how turnover intention can influence transformational leadership, affective commitment, and job satisfaction through the SmartPLS and CFA. This analysis is used to test the hypothesis and the accuracy of the model within the existing conceptual framework to ensure whether the model corresponds to the results of the suggested theoretical model. The structural equation models used include RMSEA, CMIN/DF, RFI, IFI, TLI, PNFI, PCFI, NFI, and RFI (Bashir & Gani, 2020).

Construct validity

Table 2 demonstrates the CFA results for the present research, which affirm that the data from the structural equation is correct. The overall model fit is poor because the predicted covariance in the sampling difference does not match the observed covariance matrix. The model is complicated due to a great deal of constructs and items being measured,

so this is the reason why the model is not good. However, some overall model fit also needs to be examined in more depth based on other fit statistics. There are at least one or two statistics that have the same match (Hair Jr et al., 2014). The suitability statistical indices that are classified as having similarities are found in the RMSEA values, each of which has a value of 0.07, compared to the recommended limit value of 0.08, respectively. The second suitability index is 0.88. The TLI value is near the recommended limit of 0.90. The GFI value of 0.79 is close to that of 0.80 (Singh & Kumar, 2022), as CFA results indicate that the final measurement model provides a reasonably good fit and merits further testing.

Table 2. The goodness of fit test

No.	Goodness-of-fit	Cut off value	Statistics	Decision
1.	Chi-Square	<321.417	1075.563	Not Fit
2.	GFI	<0.08	0.79	Marginal
3.	CMIN/df	≤2.00	2.758	Not Fit
4.	CFI	>0.90	0.898	Marginal
5.	NFI	>0.90	0.850	Marginal
6.	TLI	>0.90	0.886	Marginal
7.	PNFI	>0.90	0.762	Marginal
8.	PCFI	>0.90	0.805	Marginal
9.	RFI	>0.90	0.832	Marginal
10.	IFI	>0.90	0.899	Marginal
11.	RMSEA	<0.08	0.077	Fit

Structural equation modeling

SEM represents a multiple-variate statistical procedure technique analysis appliance used to merge factor analysis and multiple regression analysis (Figure 2).

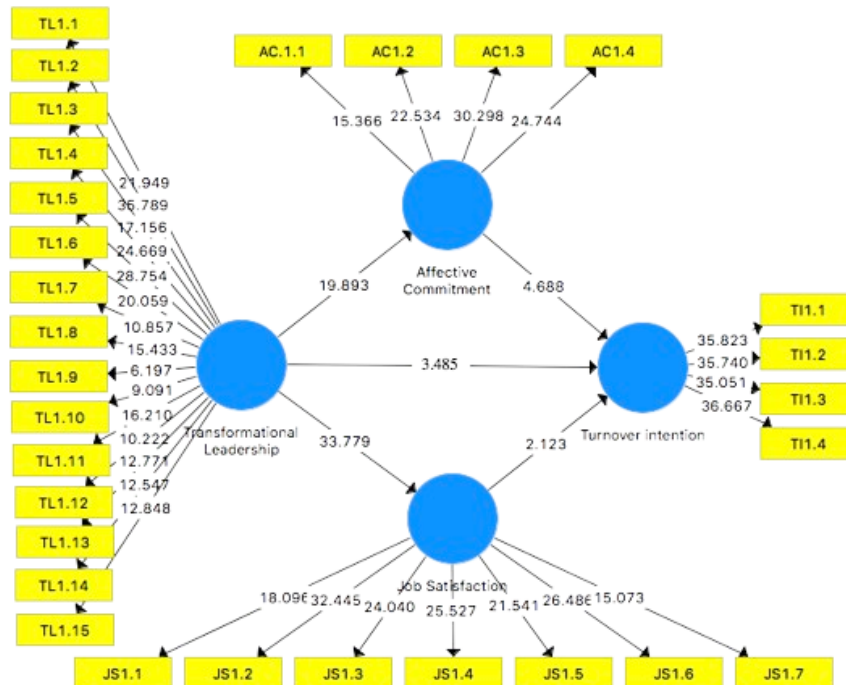


Figure 2. Structural equation modeling (SEM)

Table 3 presents the structural equation modeling regression weights of the values of each variable, which are measured based on the AVE, CR, and loading factor values (Hair Jr et al., 2010; Qi et al., 2022). Converging validity and discriminant validity were both

tested as construct validity subtypes, both of which are important to ensure that all constructs are valid (Hair Jr et al., 2010). Convergent validity is demonstrated by demonstrating that repeated but distinct measurements of identical concepts yield the same results time after time (Ghozali & Latan, 2015). Convergent validity is measured using three values: AVE, CR, and factor loading. The CR and AVE cutoffs are 0.70 and 0.50, respectively (Henseler et al., 2015). Table 3 displays the measured validity results, which show that all convergent validity values have AVE measurement values and loading factors greater than 0.50 for all variables, as well as CR values greater than 0.70 (Qi et al., 2022).

Table 3. Validity and reliability analysis

Latent Variables	AVE	CR
Transformational Leadership	0.509	0.909
Affective Commitment	0.587	0.850
Job Satisfaction	0.559	0.898
Turnover Intention	0.691	0.900

Table 4 shows that all variables provide a load on each factor and are correlated according to the existing hypothesis. However, some variables have a different correlation relationship with the proposed hypothesis. Table 4 shows the results of hypothesis testing in this study, where the test shows that transformational leadership has a significant negative influence on turnover intention. It can be seen from the variable coefficient value that it is ($\beta = -0.203$, $p = 0.000$) so that H1 is accepted (Figure 3). Then transformational leadership has a significant positive influence on affective commitment with a value of ($\beta = 0.658$, $p = 0.000$), so H2 is accepted. The third hypothesis shows that transformational leadership has a positive and significant effect on job satisfaction, where the value is ($\beta = 0.789$, $p = 0.000$), so the hypothesis is accepted.

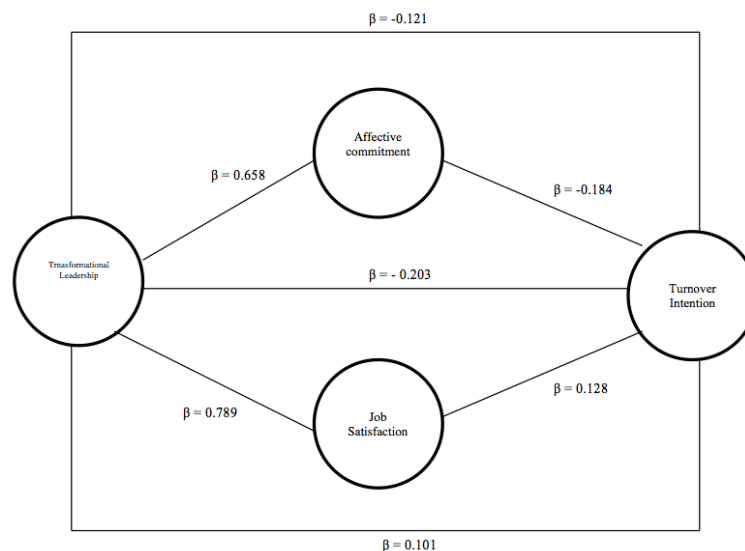


Figure 3. Structural equation modeling (SEM)

Furthermore, affective commitment has a significant negative influence on the turnover intention with a value of ($\beta = -0.184$, $p = 0.000$), so the third hypothesis is accepted. The initial results of the current research also show that job satisfaction has a large beneficial influence, with a significance value of less than 0.05 so that the hypothesis is accepted and a value of ($\beta = 0.128$, $p = 0.27$) so that H5 is accepted. Furthermore, hypotheses H6 and H7,

respectively, influence the mediating effect of transformational leadership. The research results show that affective commitment has a significant negative influence and is included in the partial mediation effect of transformational leadership and turnover intention ($\beta = -0.121$, $p = 0.000$), so H6 is accepted. Meanwhile, in the seventh hypothesis, job satisfaction has a mediating influence on the relationship between transformational leadership variables and turnover intentions, where this influence has a significant positive impact on the turnover intentions of Gen Z employees ($\beta = 0.101$, $p = 0.028$), so H7 is accepted. Further explanation of the hypothesized relationships between the variables examined in this study is explained in Table 4 below.

Table 4. Results on hypothesis testing

Hypothesis	Registration	Estimate	P	C.R	Decision
H1	TL -> TI	-0.203	0.000	3.485	Accept
H2	TL -> AC	0.658	0.000	19.893	Accept
H3	TL -> JS	0.789	0.000	33.779	Accept
H4	AC -> TI	-0.184	0.000	4.688	Accept
H5	JS -> TI	0.128	0.027	2.123	Accept
Mediating					
H6	TL->AC->TI	-0.121	0.000	4.062	Accept
H7	TL->JS->TI	0.101	0.028	2.201	Accept

Discussion

This research shows a direct and indirect influence on the turnover intention variable felt by Gen Z employees. The results of this research encourage the positive role of transformational leadership in increasing employee commitment to the organization, which can then be used to reduce employee turnover intentions, especially in Gen Z. This is in accordance with the hypothesis developed in this research that transformational leadership has a significant negative influence on turnover intention, with a significance value of < 0.05 ($p = 0.000$). Transformational leaders are able to increase employees' sense of involvement and enthusiasm through ideals, individual influences, and considerations (Gyensare et al., 2017). A good leader will be an example that his subordinates can emulate in articulating an attractive vision so that H1 is accepted. The results of this research are consistent with several studies that have been conducted previously by Qi et al. (Qi et al., 2022) and Alkarabsheh et al. (2022). Transformational leadership is considered an important factor in reducing the possibility of turnover in Gen Z employees improve the overall welfare of workers. Second, the findings of this research explain that there is a positive relationship between transformational leadership and affective commitment, as well as transformational leadership and job satisfaction, with a significance level of < 0.05 , so that H2 ($p = 0.000$) and H3 ($p = 0.000$) are accepted. The acceptance of this hypothesis explains that Generation Z employees believe that having a good emotional commitment to an organization will make them much less likely to move or leave their jobs. Affective commitment is also considered to be closely related to the sentimentality of a business (X. Chen et al., 2023). In addition, if transformational leadership behavior is able to work well in accordance with organizational provisions, it will influence job satisfaction in Gen Z in terms of perceiving the good performance of transformational leaders.

This research also tests the fourth and fifth hypotheses regarding the relationship between affective commitment, job satisfaction, and employee turnover intentions. Based

on the research concept model that has been built in this research, especially employee turnover that occurs in companies dominated by Gen Z in all fields of work in 5 large cities in Indonesia, this research explains that the relationship between the affective commitment variable has a negative influence and is significant for turnover intentions with a significance level of < 0.05 ($p = 0.000$). Employees who have a good commitment to the company will be less likely to make behavioral changes and will more easily accept change, especially during transition periods (Ennis et al., 2018).

H4 is accepted, and then H5 shows different results, even though the statistical analysis calculations are accepted because it shows a significance level value of < 0.05 ($p = 0.027$). Even though the accepted hypothesis shows an appropriate level of significance, this is not in accordance with the previously developed hypothesis. In contrast, in the H5, job satisfaction has a significant negative influence on turnover intention. The results show a different gap from several previous studies, which, according to the theory, is that if employees feel that their job satisfaction is very high, then this will be able to prevent Gen Z employees from intending to move from their jobs. The results obtained in this study, in fact, show positive and significant results on turnover intention. These results also contradict research conducted by Otache and Usang (2022) that job satisfaction and turnover intention are considered to have a significant negative relationship, where when employee job satisfaction increases, their turnover intention will also decrease. This difference in results could occur because Gen Z's level of satisfaction is not their main factor in remaining at the company where they work. However, there are still other factors that form the basis for their remaining loyal to the company. Gen Z believes that good job satisfaction is not enough to make them satisfied with the work they receive; several other supporting factors underlie their staying in the company (Dewi et al., 2021). For example, employment engagement and normative commitment, compensation (Naidoo & Govender, 2022)(Achmad et al., 2023; Chang et al., 2023; Matande et al., 2022; Naidoo & Govender, 2022).

The findings of this research also focus on a research model that combines the mediating relationship between transformational leadership and turnover intention, which can be partially mediated by affective commitment. With good transformational leadership and well-developed affective commitment, it will be able to reduce Gen Z's overall turnover intention. Thus, H6 is accepted with a significance level of < 0.05 ($p = 0.000$), and the results of this research are in line with research conducted by Ennis et al. (2018) and Lee et al. (2018). The results of the analysis carried out show that transformational leadership fosters employee affective and normative commitment to reduce employee turnover intention. The results of this study support full mediation between the variables proposed. Then, the analysis of job satisfaction variables and transformational leadership and turnover intentions for Gen Z explains that the development of the proposed hypothesis shows that the results of job satisfaction with transformational leadership in Gen Z are able to mediate the influence between these variables with a significance level value of < 0.05 ($p = 0.028$), so H7 is accepted. The accepted hypothesis is in line with research conducted by previous researchers, where the results show that transactional leadership has a significant influence on the relationship between job satisfaction and turnover intention. Job satisfaction is also the main predictor that mediates the influence of transformational leadership on turnover intention (Ohunakin et al., 2019). From the presentation of the findings of this research, the

researcher assumes that this research is able to expand previous research by testing several variables that can be used to prevent turnover intentions in Gen Z.

CONCLUSION

These observer findings have major consequences for practitioners and academics alike because they conceptually increase knowledge about generational attitudes toward human resource management from various perspectives. This research also aims to determine the relationship between transformational leadership, affective commitment, and job satisfaction in preventing Gen Z's turnover intention, especially in the five big cities identified in the research criteria. This research also looks at the direct and indirect relationships between these variables. This research also explains that transformational leadership has a significant negative influence on turnover intention. H1 is accepted; transformational leadership has a positive and significant influence on affective commitment and job satisfaction. H2 and H3 are accepted, and affective commitment has a significant, direct negative influence on turnover intention. H4 is accepted, and job satisfaction has a significant and positive influence directly on turnover intention. H5 is accepted. This research also shows a significant relationship between the influence of transformational leadership on turnover intention, which is mediated by affective commitment and job satisfaction, so hypotheses H6 and H7 are supported. This research provides direction for companies to provide programs that can reduce employee turnover, such as training programs to increase employee learning opportunities so they can make better contributions. Employees are the most valuable company asset in terms of the company's achievements. Generation Z is a generation that has a tendency when entering the world of work to have unique characteristics compared to previous generations, where salary or income is not the main thing they consider when choosing a job, but there are several other basic things. Therefore, companies need to know several of these characteristics to minimize the tendency to increase turnover on a large scale.

Although the results of this study contribute to the existing literature, they cannot be generalized to the entire population. The data collected in this research only comes from Gen Z workers in Indonesia. Therefore, this research must be expanded to all Gen Z workers in Indonesia in the future in order to obtain a more representative sample to study turnover intentions among employees.

For future researchers, the results of this research will serve as a benchmark that can be used as material for further research. Future research is expected to be able to add several additional variables to measure turnover intention apart from the variables examined in this study. Plus, there is an interesting thing obtained in this research: job satisfaction is able to influence turnover intention positively, so this can be an interesting potential for further exploration.

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