



## The Influence of Organizational Commitment and Work Environment on Turnover Intention Through Job Satisfaction among Generation Z Employees at Reven Kreatif Industri in Malang City

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### ABSTRACT

CV Reven Kreatif Industri is a fashion company specializing in genuine cow leather products, employing mostly Generation Z workers. This study aims to analyze the effect of organizational commitment and work environment on turnover intention, both directly and indirectly through job satisfaction as a mediating variable. A quantitative method was used with a saturated sample of 36 respondents. Data were analyzed using Partial Least Squares (PLS) with SmartPLS 3.2.9 software. The results show that organizational commitment has a significant negative effect on turnover intention but does not significantly influence job satisfaction. Work environment has a significant positive effect on job satisfaction, but not on turnover intention. Furthermore, job satisfaction does not significantly affect turnover intention and does not mediate the relationship between the independent variables and turnover intention. These findings highlight the importance of normative commitment, driven by a sense of belonging and moral responsibility, in reducing employees' intention to leave. While a supportive work environment increases job satisfaction, it is not sufficient to retain employees without addressing personal aspirations and career development needs, especially for Generation Z

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## **INTRODUCTION**

The fourth industrial revolution has significantly transformed global society, fostering rapid urbanization and increasing labor concentration in industrial cities. This shift has led to a surge in the workforce (Wijoyo et al., 2020). One major demographic group entering the labor market during this transition is Generation Z, individuals born between 1997 and 2012. This generation has been shaped by digital exposure from an early age, resulting in distinct preferences and workplace expectations (Kirchmayer, 2018).

Generation Z tends to favor flexible, collaborative environments and often seeks quick outcomes through technology-driven solutions. However, they are also perceived as less socially attached and more individualistic in problem-solving (Wijoyo et al., 2020). A global survey conducted by Forbes revealed that Generation Z is the first truly global generation, characterized by diverse and complex perceptions of work, education, and life (Pandang et al., 2022). Compared to previous cohorts, this generation is career-oriented and equipped with strong technical and communication skills (Richmond, 2024).

Nevertheless, turnover intention has become a growing concern among Gen Z employees. Data show that 78% of them plan to leave their current jobs within two years (Miller, 2019). Similarly, LinkedIn's Workforce Confidence survey in the United States reports that Generation Z is the least likely to remain long-term in their workplaces (Anders, 2022). This trend raises concerns about organizational stability, productivity, and overall performance (Nainggolan, 2021).

Organizational commitment has been identified as a significant factor influencing employee retention. Commitment reflects the psychological attachment an employee has toward the organization and is associated with lower turnover intention (Suárez-Albanchez et al., 2022). Higher levels of commitment lead to stronger employee attachment to the organization and a reduced desire to resign (Sabella & Fazlurrahman, 2023). Several studies confirm a negative relationship between organizational commitment and turnover intention (Hussain et al., 2020; Perryer et al., 2010; Zhu et al., 2022). A significant relationship has been identified between organizational commitment and turnover intention among Generation Z employees, with the relationship indicating a negative direction (Rohendra & Fahlevi, 2025). However, other findings suggest the relationship is not always significant (Solikhah, 2023).

Work environment also plays a crucial role. A healthy and supportive environment enhances retention, while a poor one increases employee exit intentions (Akinyemi et al., 2022). A study in Gresik found a negative correlation between work environment and turnover intention among Gen Z employees (Al Ghifari et al., 2024). In contrast, some scholars found that work environment does not significantly affect turnover intention (Edward et al., 2024; Pertiwi & Prena, 2024).

Job satisfaction is another key variable. It reduces turnover intention and increases organizational commitment. When employees are satisfied with their jobs, they are more likely to stay and contribute positively (Akinyemi et al., 2022; D. K. Kim et al., 2024; Maharani & Budiono, 2023; Mousavi et al., 2019). Job satisfaction also acts as a mediator between organizational commitment and turnover intention (Noermijati et al., 2024). Nevertheless, some studies dispute this connection, arguing that job satisfaction does not directly affect turnover intention (Do et al., 2023; Novianti & Fuadiputra, 2021).

Furthermore, job satisfaction has a reciprocal relationship with organizational commitment. Satisfied employees tend to be more committed to their organizations (Romadhoni et al., 2020). Likewise, work environment contributes to job satisfaction by offering physical and psychological comfort (Andriani et al., 2023; Ong et al., 2021; Pentury & Usmany, 2023). Still, some findings suggest that work environment does not have a direct effect on job satisfaction or its effect is mediated through other variables (Syarif et al., 2024).

This study investigates CV Reven Kreatif Industri, a leather-based fashion company in Malang, East Java. Out of 40 employees, 36 are Generation Z. In 2024, eight employees resigned and were replaced, indicating a substantial turnover rate. Interviews with HR personnel revealed concerns about the absence of employment insurance (BPJS), limited training, insufficient safety measures, unclear job descriptions, and unequal access to facilities. These internal issues, along with external factors such as commuting distance, marital status, and higher education plans, contribute to high turnover intention.

Given the mixed findings in the literature and the specific challenges faced by CV Reven Kreatif Industri, this study aims to examine the influence of organizational commitment and work environment on turnover intention, with job satisfaction as a mediating variable, among Generation Z employees. The outcomes are expected to support human resource strategies to improve retention in similar organizational settings.

## LITERATURE REVIEW

### Organizational Commitment

Organizational commitment reflects an employee's psychological attachment to their organization. It includes a sense of psychological attachment, alignment with organizational values, and a willingness to exert extra effort beyond formal job requirements (Suárez-Albanchez et al., 2022). Employees with high levels of organizational commitment tend to remain in the organization even when facing challenges, as they perceive the workplace as part of their personal identity (Marlapa & Endri, 2024). Organizational commitment is generally conceptualized through three main indicators that reflect the degree of individual attachment to the organization (Meyer et al., 1993) : (1) Affective commitment: the emotional attachment of employees to the organization, which makes them want to stay because of a sense of belonging and personal connection. (2) Continuance commitment: commitment based on the perceived cost or loss that would be incurred if leaving the organization, such as loss of income, social status, or work comfort. (3) Normative commitment: A moral

obligation to remain with the organization, grounded in internalized values of dedication and professional responsibility.

### **Work Environment**

The work environment encompasses the physical and psychosocial conditions at the workplace that directly influence employee productivity, well-being, and job satisfaction. A well-structured work environment can reduce fatigue, increase concentration, and foster a collaborative work culture (Widyaningrum, 2019). Several indicators represent a strong work environment (Khaeruman et al., 2021) : (1) Safety: reflects the extent to which employees feel physically and psychologically protected from harm or conflict while performing tasks. (2) Workplace Facilities: refers to the adequacy of space and physical facilities that support work activities, such as appropriate room size and temperature to maintain concentration. (3) Employee Interaction: describes the quality of relationships among coworkers, including friendliness, care, and mutual concern, which create a positive work climate.

### **Turnover Intention**

Turnover intention refers to the degree to which an employee makes the decision to leave an organization, thus requiring a replacement. It reflects an individual's intention to explore employment opportunities elsewhere (Khomaryah et al., 2020). Turnover intention refers to the level of motivation that leads employees to consider leaving the organization in search of better job opportunities. It is influenced by various factors (Edward et al., 2024). Common indicators used to measure turnover intention (Prami et al., 2020) : (1) Thinking of Quitting: reflects the tendency of employees to consider whether to stay or leave their job, often triggered by dissatisfaction. (2) Intention to Seek Alternatives: indicates that employees are actively seeking job opportunities outside the organization, usually due to boredom or a lack of challenge. (3) Desire to Resign: refers to a strong and deliberate desire to formally resign from the organization.

### **Job Satisfaction**

Job satisfaction is a positive emotional state resulting from an individual's evaluation of their work experience, influencing behavior, performance, and organizational outcomes (Y. H. Kim et al., 2023). Job satisfaction refers to a positive feeling toward one's job that arises from an evaluation of its various characteristics. It also reflects employees' perceptions of their work, where the level of satisfaction can influence their performance and their ability to adapt to job demands and workplace conditions (Yuliantini et al., 2024). The Job Descriptive Index (JDI) identifies six dimensions (Indrastuti, 2020) : (1) Compensation - Salary and financial rewards meet basic needs and enhance a sense of value; flexible benefits can boost satisfaction. (2) The Job Itself - Challenging and autonomous tasks aligned with employees' skills increase satisfaction. (3) Career Development - Promotion opportunities and supportive environments for growth contribute to long-term satisfaction. (4) Supervision - Positive leadership and participative decision-making strengthen satisfaction. (5) Coworker Relationships - Supportive and harmonious relationships improve satisfaction, while conflicts diminish it. (6) Working Conditions - Clean and

comfortable environments have a moderate but meaningful effect; poor conditions can lower satisfaction over time.

### **Effect of Organizational Commitment on Turnover Intention**

Organizational commitment refers to an employee's psychological attachment and sense of obligation to remain with an organization. Employees with high levels of commitment tend to stay longer and are less likely to consider leaving. (Marlapa & Endri, 2024; Sabella & Fazlurrahman, 2023) found that strong organizational commitment significantly reduces turnover among employees. (Perryer., 2010) emphasized that emotional attachment and perceived loss associated with leaving are key deterrents to turnover. (Hussain et al., 2020; Zhu et al., 2022) also confirmed that organizational commitment has a negative effect on turnover intention. (Rohendra & Fahlevi, 2025) found similar results among Generation Z employees.

H1: Organizational Commitment (X1) affects Turnover Intention (Y).

### **Effect of Organizational Commitment on Job Satisfaction**

Job satisfaction and organizational commitment are closely related. Employees who are committed often experience higher job satisfaction. (Noermijati et al., 2024) explained that satisfaction leads to stronger emotional attachment to the organization. (Romadhoni et al., 2020) found that job satisfaction significantly impacts organizational commitment. (Santoni et al., 2021) also reported that job satisfaction directly influences commitment and plays a central role in long-term retention. In contrast, (Suyanto & Ie, 2021) argued that job satisfaction does not significantly affect organizational commitment, suggesting the need for further empirical investigation.

H2: Organizational Commitment (X1) affects Job Satisfaction (Z).

### **Effect of Work Environment on Turnover Intention**

Work environment refers to the physical and psychological conditions under which employees perform their tasks. (Akinyemi et al., 2022) noted that an unfavorable work environment leads to higher turnover intention. (Al Ghifari et al., 2024) identified a negative relationship between work environment and turnover intention among Generation Z workers. However, (Edward et al., 2024; Pertiwi & Prena, 2024) found no significant effect, indicating that turnover may be more strongly influenced by other factors.

H3: Work Environment (X2) affects Turnover Intention (Y).

### **Effect of Work Environment on Job Satisfaction**

A supportive work environment has been shown to improve job satisfaction. (Marshandra, 2025) found that a conducive work setting significantly increases satisfaction among Gen Z employees. (Andriani et al., 2023; Ong et al., 2021; Pentury & Usmany, 2023) also found positive effects. However, (Santoni et al., 2021) suggested that although the work environment influences satisfaction, its impact on turnover intention is mediated by satisfaction itself. (Syarif et al., 2024) found no significant relationship, highlighting variation in findings across studies.

H4: Work Environment (X2) affects Job Satisfaction (Z).

### Effect of Job Satisfaction on Turnover Intention

Job satisfaction plays a critical role in employee retention. Satisfied employees are more likely to stay and less likely to seek alternative employment. (D. K. Kim et al., 2024; Maharani & Budiono, 2023; Mousavi et al., 2019) confirmed that job satisfaction is negatively correlated with turnover intention. (Akinyemi et al., 2022) further supported this relationship, noting its importance in retaining younger workers. (Rohendra & Fahlevi, 2025) found a similar negative relationship among Generation Z employees.

H5: Job Satisfaction (Z) affects Turnover Intention (Y).

### The Mediating Role of Job Satisfaction between Organizational Commitment and Turnover Intention

Job satisfaction may act as a mediator between commitment and turnover intention. (Noermijati et al., 2024) stated that satisfied employees are more committed, which reduces their likelihood to resign. This suggests that increasing job satisfaction can strengthen the effect of commitment on reducing turnover.

H6: Job Satisfaction (Z) mediates the effect of Organizational Commitment (X1) on Turnover Intention (Y).

### The Mediating Role of Job Satisfaction between Work Environment and Turnover Intention

(Santoni et al., 2021) proposed that job satisfaction also mediates the relationship between work environment and turnover intention. In this view, a supportive environment must first enhance satisfaction to reduce the desire to leave. This model aligns with findings by (Marshandra, 2025; Pentury & Usmany, 2023; Syarif et al., 2024) reported no significant direct effect of work environment on satisfaction.

H7: Job Satisfaction (Z) mediates the effect of Work Environment (X2) on Turnover Intention (Y).



Figure 1 Research Model

## METHODOLOGY

This study employs a quantitative approach to examine the effect of organizational commitment and work environment on turnover intention, both directly and through job satisfaction as a mediating variable at CV Reven Kreatif Industri. The population comprises all Generation Z employees – born between 1997 and 2012 – at the company, totaling 36 individuals. A saturated sampling technique was applied, involving the entire population, as commonly used when the population size is small (Sugiyono, 2017). Data were collected through questionnaires distributed both online (Google Forms) and offline. The research instrument used a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Data were analyzed using SmartPLS version 3.2.9, which applies the Partial Least Squares (PLS) method to test relationships between variables. The analysis involved two main stages: the outer model to assess indicator validity and reliability, and the inner model to evaluate R-square values and test hypotheses. Hypotheses were accepted or rejected based on a T-statistic  $> 1.96$  or a p-value  $< 0.05$ .

## RESULT

### Respondent Characteristics

Table 1. Respondent Characteristics by Gender

| No | Gender | Frequency | Percentage |
|----|--------|-----------|------------|
| 1  | Male   | 14        | 38.9%      |
| 2  | Female | 22        | 61.1%      |
|    | Total  | 36        | 100%       |

Source: SPSS Output

### Description of Respondents by Age

Table 2. Respondent Characteristics by Age

| No | Age Range   | Frequency | Percentage |
|----|-------------|-----------|------------|
| 1  | 15-17 years | 2         | 5.6%       |
| 2  | 18-23 years | 21        | 58.3%      |
| 3  | 24-28 years | 13        | 36.1%      |
|    | Total       | 36        | 100%       |

Source: SPSS Output

### Description of Respondents by Education

Table 3. Respondent Characteristics by Educational Background

| No | Education Level                           | Frequency | Percentage |
|----|---|-----------|------------|
| 1  | Senior High School / Vocational (SMA/SMK) | 29        | 80.56%     |
| 2  | Diploma (D3)                              | 3         | 8.33%      |
| 3  | Bachelor's Degree (S1)                    | 4         | 11.11%     |
|    | Total                                     | 36        | 100%       |

Source: SPSS Output

### Description of Respondents by Length of Service

Table 4. Respondent Characteristics by Length of Service

| No    | Length of Service | Frequency | Percentage |
|-------|-------------------|-----------|------------|
| 1     | Less than 2 years | 20        | 55.56%     |
| 2     | More than 2 years | 16        | 44.44%     |
| Total |                   | 36        | 100%       |

Source: SPSS Output

This research uses the PLS (Partial Least Square) application. The conceptual model is as follows

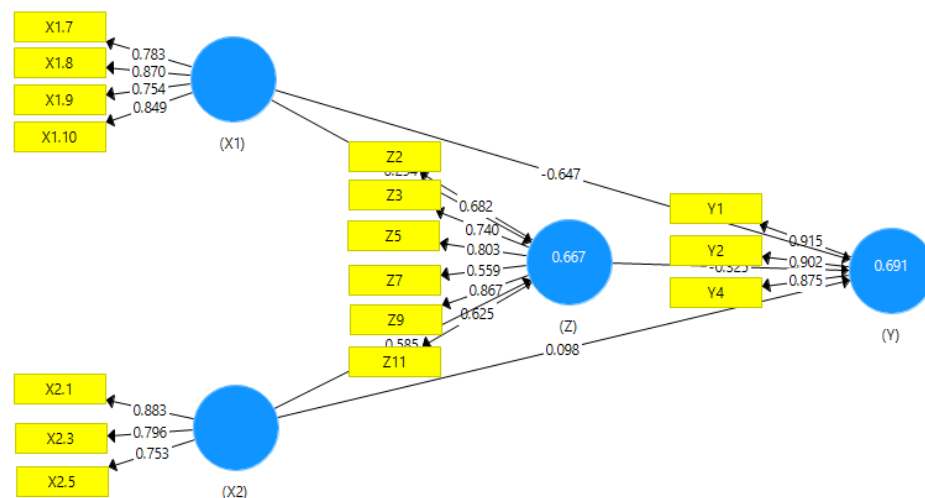


Figure 2. PLS Conceptual Model

An indicator is considered to meet the validity criteria if it has a loading factor greater than 0.70. However, in the context of early-stage research, a loading value between 0.50 and 0.60 is still acceptable as a minimum threshold (Ghozali, 2014). Based on the results of the conceptual model, indicators with loading factors below 0.50 were excluded to improve the overall validity of the model.

Table 5. Composite Reliability Value

| Construct | Cronbach's Alpha | rho_A | Composite Reliability | Average Variance Extracted (AVE) |
|-----------|------------------|-------|-----------------------|----------------------------------|
| X1        | 0.831            | 0.839 | 0.888                 | 0.665                            |
| X2        | 0.742            | 0.773 | 0.853                 | 0.660                            |
| Y         | 0.880            | 0.887 | 0.926                 | 0.806                            |
| Z         | 0.809            | 0.850 | 0.864                 | 0.519                            |

Source: Smart PLS 3.2.9



All constructs demonstrated satisfactory internal consistency, with Cronbach's Alpha values ranging from 0.742 to 0.880 and Composite Reliability (CR) values between 0.853 and 0.926. These results exceed the minimum recommended threshold of 0.70, indicating adequate construct reliability (Hair et al., 2010).

Table 6. R Square Value

| Variabel                         | R-Square |
|----------------------------------|----------|
| <i>Organizational Commitment</i> |          |
| <i>Work environment</i>          |          |
| <i>job satisfaction</i>          | 0.667    |
| <i>Turnover intention</i>        | 0.691    |

Source: Smart PLS 3.2.9

The model explains 66.7% of the variance in job satisfaction and 69.1% in turnover intention, indicating substantial explanatory power. However, the remaining unexplained variance suggests the influence of other factors not captured in the model. Findings indicate that external motivations—such as pursuing further education, relocation, or career changes—also affect turnover decisions, especially among Generation Z employees. Future research should consider incorporating Career Development Orientation to better capture individual aspirations for growth and career advancement.

Table 7. Path Coefficient Values

| Relationship                                   | Original Sample | T-Statistic | Significance Level       | Conclusion          |
|--|-----------------|-------------|--------------------------|---------------------|
| Organizational Commitment → Turnover Intention | -0.647          | 4.138       | ≥ 1.96 (Significant)     | Hypothesis Accepted |
| Organizational Commitment → Job Satisfaction   | 0.294           | 1.721       | < 1.96 (Not Significant) | Hypothesis Rejected |
| Work Environment → Turnover Intention          | 0.098           | 0.505       | < 1.96 (Not Significant) | Hypothesis Rejected |
| Work Environment → Job Satisfaction            | 0.585           | 3.645       | ≥ 1.96 (Significant)     | Hypothesis Accepted |
| Job Satisfaction → Turnover Intention          | -0.325          | 1.833       | < 1.96 (Not Significant) | Hypothesis Rejected |

Source: Smart PLS 3.2.9

The explanation is as follows:

- The analysis revealed that organizational commitment has a significant negative effect on turnover intention ( $\beta = -0.647$ ,  $t = 4.138 > 1.96$ ), indicating that higher organizational commitment is associated with a lower intention to leave. Thus, H1 is supported.
- However, the effect of organizational commitment on job satisfaction was found to be positive but not statistically significant ( $\beta = 0.294$ ,  $t = 1.721 < 1.96$ ), suggesting that increased organizational commitment does not necessarily enhance job satisfaction. Therefore, H3 is not supported.
- The relationship between work environment and turnover intention also showed no significant effect ( $\beta = 0.098$ ,  $t = 0.505 < 1.96$ ), indicating that improvements in the work environment do not significantly reduce employees' intention to leave. Thus, H2 is not supported.
- In contrast, the effect of work environment on job satisfaction was positive and statistically significant ( $\beta = 0.585$ ,  $t = 3.645 > 1.96$ ), suggesting that a better work environment leads to higher job satisfaction. This supports H4.
- Finally, job satisfaction had a negative but non-significant effect on turnover intention ( $\beta = -0.325$ ,  $t = 1.833 < 1.96$ ), indicating that while the direction of the effect aligns with expectations, it is not strong enough to significantly reduce turnover intention. Thus, H5 is not supported.

Table 8. Specific Indirect Effects Value

| Mediation Path  | Original Sample | T-Statistic | Significance Level       | Conclusion          |
|---|-----------------|-------------|--------------------------|---------------------|
| Organizational Commitment → Job Satisfaction → Turnover Intention | -0.096          | 1.255       | < 1.96 (Not Significant) | Hypothesis Rejected |
| Work Environment → Job Satisfaction → Turnover Intention          | -0.190          | 1.472       | < 1.96 (Not Significant) | Hypothesis Rejected |

Source: Smart PLS 3.2.9

The explanation is as follows:

- The analysis revealed that job satisfaction does not significantly mediate the relationship between organizational commitment and turnover intention ( $\beta = -0.096$ ,  $t = 1.255 < 1.96$ ), indicating that the indirect effect is not strong enough to establish a mediation effect. Thus, H6 is not supported.
- Similarly, the mediating role of job satisfaction in the relationship between work environment and turnover intention was also not significant ( $\beta = -0.190$ ,  $t = 1.472 < 1.96$ ), suggesting that job satisfaction does not serve as a meaningful mediator in this relationship. Therefore, H7 is not supported.

## DISCUSSION

### The Effect of Organizational Commitment on Turnover Intention

The results indicate that organizational commitment has a significant negative effect on turnover intention, suggesting that employees with a stronger attachment to the organization are less likely to consider leaving. This inverse relationship aligns with prior studies (Marlapa & Endri, 2024; Perryer et al., 2010; Sabella & Fazlurrahman, 2023), which found that employees with higher levels of organizational commitment show lower turnover intentions due to emotional attachment and awareness of potential losses from leaving the organization.

Additional evidence from (Hussain et al., 2020; Rohendra & Fahlevi, 2025; Zhu et al., 2022) supports this conclusion, particularly in the context of Generation Z employees, who demonstrate lower turnover intentions when they experience strong psychological bonds and a sense of alignment with organizational values and goals. This reflects the significance of *affective* and *normative commitment* in retaining young employees.

At CV Reven Kreatif Industri, emotional involvement, shared values, and a strong sense of belonging contribute to employees' intention to remain in the organization. Despite potentially more attractive external offers, employees often choose to remain due to a sense of mutual trust and internalized commitment to the organization. This is reinforced by HR policies that emphasize *psychological ownership* through inclusive development strategies, even for inexperienced Generation Z employees. Such efforts foster a feeling of moral obligation and ethical awareness to remain with the organization.

This aligns with the concept of normative commitment, as proposed by (Meyer et al., 1993), where employees stay not merely out of necessity or satisfaction, but due to a perceived moral duty. When employees feel trusted, supported, and valued especially early in their careers they are more likely to internalize organizational goals and develop a long-term attachment. The implication is that retention strategies should go beyond material incentives and focus on building emotional engagement, trust, and shared meaning. Promoting a culture that encourages *sense of belonging*, *open communication*, and active involvement in organizational growth can effectively reduce turnover intention, particularly among Generation Z employees.

### The Effect of Organizational Commitment on Job Satisfaction

The analysis indicates that organizational commitment has a positive but statistically insignificant effect on job satisfaction. While employees may feel emotionally and morally connected to the organization, such commitment does not automatically translate into higher satisfaction. This finding aligns with (Suyanto & Ie, 2021), who suggest that job satisfaction is influenced by multiple factors beyond organizational commitment alone.

At CV Reven Kreatif Industri, organizational structures such as SOPs and job descriptions are still under development. This lack of clarity creates role ambiguity and communication gaps, particularly for employees who prefer structured systems. As noted by HR, many employees seek environments with clearly defined responsibilities and expectations – conditions that directly affect satisfaction levels.

These findings relate closely to job satisfaction dimensions such as feedback, autonomy, and task clarity (Indrastuti, 2020). When these technical aspects are lacking, employee satisfaction may decline regardless of their emotional commitment. Therefore, while moral and emotional bonds are important, enhancing job satisfaction also requires clear job structures and workflow systems. Organizations must balance relational commitment with improvements in managerial and operational clarity, especially for Generation Z employees who value structure and transparency in their roles.

### **The Effect of Work Environment on Turnover Intention**

The results show that the work environment has a positive but statistically insignificant effect on turnover intention. This indicates that improvements in the work environment do not necessarily lead to a reduction in employees' intention to leave. This finding is consistent with previous studies (Edward et al., 2024; Pertiwi & Prena, 2024), which suggest that other factors play a more dominant role in influencing turnover decisions.

At CV Reven Kreatif Industri, employees appreciate the flexible and socially supportive work culture. Open communication, team bonding activities, and an informal atmosphere contribute to a positive environment. However, limitations remain in physical aspects, such as unequal access to air-conditioned workspaces and the absence of structured safety training. Despite these limitations, employees tend to stay not because of the physical environment but due to social dynamics and organizational culture. Interviews reveal that social interaction and emotional support are strong, yet turnover decisions among Generation Z employees are often driven by external factors such as educational aspirations or relocation. These findings support the view that while a positive work environment can enhance well-being, it is not sufficient alone to reduce turnover intention.

Therefore, companies must adopt a more comprehensive retention strategy. Beyond providing a supportive environment, initiatives like career path clarity, personal development opportunities, and educational support programs are needed to align with employees' long-term goals. For example, offering conditional education grants could strengthen employees' organizational attachment and reduce voluntary turnover, particularly among younger employees.

### **The Effect of Work Environment on Job Satisfaction**

The analysis confirms that the work environment has a significant positive effect on job satisfaction. This indicates that a more supportive and inclusive workplace leads to higher employee satisfaction. These findings align with prior studies (Andriani et al., 2023; Marshandra, 2025; Ong et al., 2021; Pentury & Usmany, 2023), which highlight the role of a conducive work environment in enhancing motivation, commitment, and overall organizational performance especially among Generation Z employees. At CV Reven Kreatif Industri, employees experience a flexible and trust-based culture, where they are empowered to work independently and express ideas freely. As noted by the HR manager, the company minimizes control and emphasizes outcomes, aligning with Gen Z's preference for autonomy. This creates a psychologically safe and motivating work environment.

Although physical facilities, such as air-conditioned rooms, are still limited, employees express satisfaction with the company's responsiveness to their needs. The combination of strong interpersonal relationships, open communication, and a flexible culture contributes significantly to job satisfaction, even when physical infrastructure is not yet optimal.

According to (Khaeruman et al., 2021), both social interaction and physical comfort are key components of the work environment. In this context, the positive emotional climate at CV Reven has a stronger influence on satisfaction than physical conditions, though ongoing improvements in infrastructure remain important. A socially supportive and autonomy-driven environment plays a vital role in enhancing job satisfaction among Generation Z employees. To sustain and improve satisfaction levels, the company must balance these relational strengths with continued investment in workplace facilities and technical systems.

### **The Effect of Job Satisfaction on Turnover Intention**

The analysis shows that job satisfaction has a negative but statistically insignificant effect on turnover intention. While higher satisfaction tends to reduce the intention to leave, the relationship is not strong enough to be conclusive. This aligns with prior studies (Do et al., 2023; Novianti & Fuadiputra, 2021), which also found no significant direct link between job satisfaction and turnover intention.

At CV Reven Kreatif Industri, employee satisfaction arises from supportive relationships, performance-based bonuses, and opportunities for growth. However, external factors such as pursuing higher education, relocating after marriage, or seeking different career experiences appear to have a greater influence on resignation decisions particularly among Generation Z employees. Interviews reveal that Gen Z workers prioritize long-term career development over short-term satisfaction. Although the company offers internal development opportunities, these may not fully align with their evolving aspirations. As a result, even satisfied employees may remain open to external opportunities that better support their professional goals.

These findings suggest that job satisfaction alone is insufficient to retain talent. A more holistic retention strategy is needed one that combines emotional, professional, and financial fulfillment, alongside clear career paths and personalized support for individual ambitions. This is especially critical for younger employees with strong career development orientation.

### **The Mediating Role of Job Satisfaction between Organizational Commitment and Turnover Intention**

The analysis reveals that job satisfaction does not significantly mediate the relationship between organizational commitment and turnover intention. Although employees at CV Reven Kreatif Industri demonstrate strong intrinsic and emotional commitment – rooted in early involvement, value alignment, and brand ownership this commitment is not significantly channeled through job satisfaction to reduce turnover intention. Instead, normative factors such as moral responsibility and emotional attachment play a larger role in retention decisions than satisfaction with job-related aspects like compensation or supervision. Moreover, turnover intention among Generation Z employees is

primarily driven by external factors beyond the scope of job satisfaction, including the desire to pursue further education, relocate, or seek new challenges.

These findings suggest that even employees with high organizational commitment and moderate job satisfaction may still consider leaving when personal aspirations or life changes arise. Thus, job satisfaction does not serve as an effective mediating variable in this context. Organizations should adopt a more individualized approach by recognizing the unique life goals of employees and offering responsive policies such as educational support or flexible arrangements to align with their evolving career trajectories.

### **The Mediating Role of Job Satisfaction between Work Environment and Turnover Intention**

The analysis indicates that job satisfaction does not significantly mediate the relationship between work environment and turnover intention. Although a supportive work environment contributes to higher job satisfaction, this satisfaction does not significantly translate into reduced turnover intention. At CV Reven Kreatif Industri, employees appreciate the flexible, collaborative, and respectful atmosphere. However, Generation Z employees' decisions to leave are often influenced by external factors such as pursuing further education, relocating, or seeking new career challenges factors beyond the influence of job satisfaction or work environment.

Thus, while a positive work environment enhances satisfaction, it does not effectively reduce turnover intention. This highlights the need for a more holistic retention strategy that integrates career development opportunities, personal goal alignment, and individualized support to address the aspirations of a growth-oriented workforce.

## **CONCLUSION AND RECOMMENDATION**

This study found that organizational commitment significantly reduces turnover intention among Gen Z employees due to a strong sense of belonging and moral responsibility. However, it does not significantly increase job satisfaction, indicating that emotional commitment does not always align with job-related satisfaction. Work environment was shown to significantly improve job satisfaction, but does not directly reduce turnover intention, as external factors such as education, relocation, or personal aspirations play a greater role. Additionally, job satisfaction does not significantly affect or mediate the relationship between organizational commitment or work environment and turnover intention.

These findings suggest that improving work conditions alone is not sufficient to retain Gen Z employees. Companies should focus on strengthening emotional commitment, clarifying job structures, and supporting career development aligned with personal goals. This study is limited in scope and variables; future research should explore broader samples and integrate variables such as career development orientation to better capture Gen Z's

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