Impact of Job Satisfaction, Positive Organizational Culture and Meaningful Work on Turnover Intention in Gen Z

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Abstract: - Turnover can have negative impacts on companies such as increasing recruitment and training costs, affecting employee morale that remains in the company, employee dissatisfaction, and damaging the image and overall performance of the company. The survey from the Forbes article says that 56% of Gen Z employees plan to change jobs within the next year. The aim of the research is to see the effect of Job Satisfaction, Positive Organizational Culture, and Meaningful Work on Turnover Intention. A quantitative research model involving 262 Gen Z employees was used to test the research hypothesis. Data analysis was done using the Partial Least Square – Structural Equation Model (PLS-SEM) showing the yields that evidently, Job Satisfaction and Positive Organizational Culture have a negative and significant effect on Turnover Intention, but Meaningful Work doesn't have a negative and significant effect on Turnover Intention.

Key-Words: Job Satisfaction, Positive Organizational Culture, Meaningful Work, Turnover Intention

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1 Introduction

1.1 Background

One of the assets that makes a significant contribution to achieving company goals and objectives is Human Resources, [1]. A good corporate strategy may not necessarily develop if it is not matched by the right human resources. Therefore, companies must have the ability to hire appropriate employees and be able to motivate, assess and develop their Human Resources.

One of the problems faced by HR is turnover. Turnover is a voluntary termination of employment by employees with companies, [2]. In [3], the authors said the turnover problem must be addressed because it can have negative effects. The direct effects of turnover are increased recruitment and training costs, lost production, and reduced profits.

In addition, high turnover can have a negative impact on the company internally and externally. Internally it causes the employees' morale to stay in the company, employee dissatisfaction, and weak performance. Externally, it will also damage the overall image and performance of the company, [4].

A survey published in an article in Forbes, [5], says 56% of those aged 18 to 24 say they plan to change jobs in the next year. Research from Microsoft and Bankrate has reported that 54% and 77% of Gen Z respectively think to quit. According to a survey conducted by [6], most Gen Z and millennials prefer to be unemployed rather than feel unhappy at work.
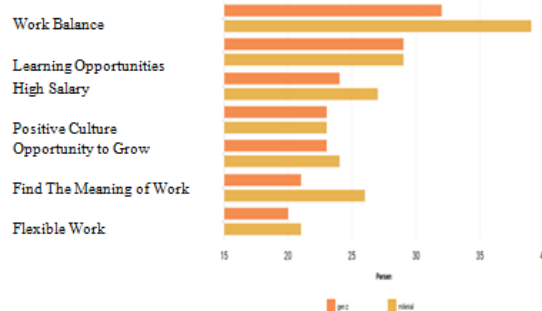

Fig. 1: Main Considerations for Gen Z and Millennials Working in Their Current Companies (2022)
Source: Deloitte in Databoks (Annur C, 2022)

Based on the Figure 1 above, it can be concluded that there are several influences to turnover in Gen Z. A survey conducted by [7], Deloitte, said that the factors that influence Turnover in Gen Z are work-life balance (32%), salary (24%), positive culture (23%), meaningful work (21%), and flexible work culture (20%). Another factor that affects turnover according to [8], is Job Satisfaction. The study, [9], proves that Positive Organizational Culture has a negative effect on Turnover Intention. The study, [10], revealed that Meaningful Work has an important role in reducing Turnover. The aim of the study is to confirm the influence of Job satisfaction, positive organizational culture, and meaningful work on turnover intention.

1.2 Problem Formulation
Based on the problems above occur that can be identified the result is as follows:
Is there any influence on Job Satisfaction and Turnover Intention in Generation Z?

Is there any influence of Organizational Culture on Turnover Intention in Generation Z?

Is there any influence of Meaningful Work on Turnover Intention in Generation Z?

1.3. Research Objectives
The aims of this research are as follows:
To find out whether there is an influence between Job Satisfaction and Turnover Intention in Generation Z.

To find out whether there is an influence between Organizational Culture and Turnover Intention on Generation Z.

To find out whether there is an influence between Meaningful Work and Turnover Intention on Generation Z.

2 Theoretical Basis

2.1 Theory of Planned Behaviour
In [11], the authors explain in the Theory of Planned Behavior (TPB) that behavioral intention is influenced by attitudes and beliefs about the consequences of a particular behavior or action such as subjective norms, social norms, and perceptions of perceived behavior. In [12], the authors argue that attitude is carried out as an

individual evaluation to assess whether behavior can be pleasant or not, subjective norms are social pressure that is felt to do or not to do that behavior, while the ease and difficulty in carrying out the behavior are reflected by Perceived Behavioral Control (PBC). Attitudes, subjective norms, and Perceived Behavioral Control (PBC) consist of several indicators, namely:

1) Attitude
Outcome Beliefs are individual beliefs about the effect of behavior.
Outcome Evaluation is an evaluation or assessment of the desire for these consequences.

2) Subjective norms
Normative Beliefs are beliefs about expectations from significant information such as family members, best friends, or friends. The level of motivation to meet expectations is the motivation to comply

3) Perceived Behavioral Control (PBC)
Control Beliefs are convictions about the existence of factors that can accommodate and hinder the act of behavior.
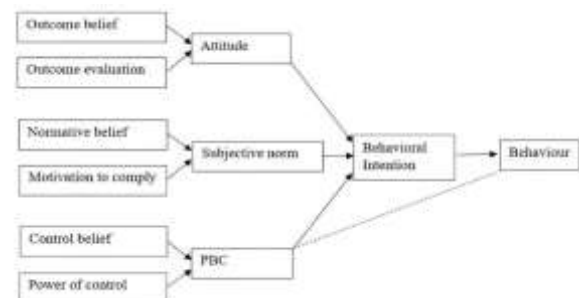Power of Control is the ability that can be felt to influence these factors.

Fig. 2: Chart of Theory of Planned Behavior (Azjen, 1991) in (Dang Vu & Nielsen, 2022)

The chart in Figure 2 above explains several things related to human behavior, namely:
1) Beliefs and evaluation results affect attitudes, normative beliefs, and motivation to obey affect subjective norms, beliefs, and power of control affect Perceived Behavioral Control (PBC).
2) There are attitudes, subjective norms, and Perceived Behavioral Control (PBC) that influence behavioral intention.
3) There is a direct relationship between behavioral intention and behavior.
4) Perceived Behavioral Control (PBC) is an important part of this theory. Because it can, directly and indirectly, connect PBC with behavior. According to the Theory of Planned Behavior (TPB), the variables for job satisfaction and meaningful work are included in attitude because

they are individual benchmarks that assess whether a job can be enjoyable or not.

In addition, the variable organization culture is included in the subjective norm because in implementing organizational culture there are norms that regulate a person's behavior to do or not to do that behavior. Therefore, this study examines three variables from the Theory of Planned Behavior (TPB).

2.2 Turnover Intentions

Turnover intention is defined as the intention to stop working or withdrawal behavior related to discomfort at work, [13].

In addition, the turnover intention is a conscious desire to seek alternatives in other organizations. The authors, [14], argue that turnover intention is a multi-stage process that starts from the desire to serious thought, decision making, and actual planning to leave the organization. The study, [15], revealed that turnover intention is a thought and behavior among organizational members to leave the workplace. Based on the definition of turnover intention according to several previous researchers, the authors conclude that turnover intention is the intention and desire of someone who appears consciously to leave the company which is influenced by several factors.

According to, [16] turnover intention can be influenced by experienced workplace incivility and psychological well-being. Whereas in the results of research conducted by, [17], it was found that turnover intention is influenced by satisfaction with work experience and people who have the intention to move tend not to prepare for a career, have a lower level of vocational awareness and social responsibility. Study findings determine if work stress and sleep disturbances are factors that have a significant effect on turnover intention, [18]. Turnover intention is influenced by organizational factors such as various types of organizational culture, and leadership, [19].

2.3 Job Satisfaction

Job satisfaction is traditionally defined as an individual's perception of their job and is based on the experience of how the actual work environment and work meet individual expectations, [20]. Job satisfaction is often defined as feelings or attitudes about work or work experience, [21].

In other words, it is an individual-level factor that reflects a person's influence and emotions toward his work. Job satisfaction is also defined as a person's state of mind regarding this is the level of satisfaction that employees feel about their work, [22].

Based on the definitions according of several previous researchers, the authors conclude that Job Satisfaction is a pleasant psychological condition experienced by workers or employees in the work environment for their role in the organization and their needs are properly met.

2.4 Organizational Culture

According to [23] organizational culture can have a big influence on how employees feel at work.

In addition, organizational culture affects employee satisfaction with work and the possibility of leaving the profession. In, [24], the authors find that positive organizational culture can affect employee attitudes and reduce turnover intention. In addition, organizational culture is also defined as a term that generalizes the values, beliefs, norms, and behaviors shared by members in an organization, which directly influence their thoughts and actions and the authors argue that organizational culture influences incivility and incivility can increase turnover intention, [25]. Based on the definition of organizational culture according to several previous researchers, it can be concluded that organizational culture is the norms and values that are applied together in an organization to shape the habits and behavior of members of the organization.

In, [26], the authors show that organizational culture influences marketing innovation. In, [27], the authors show that organizational culture influences employee contextual and task performance.

2.5 Meaningful Work

Meaningful work is defined as an experience of how significant and valuable someone is in finding their job. In, [28], the authors define meaningful work as a positive relationship between the work a person does and the results they get such as happiness and satisfaction. Meaningful work is a meaning of work that is very important and has a positive meaning for each individual. Meaningful work and employee involvement are the significant causes that affect employee engagement. Meaningful work also refers to "work that is experienced as a very significant experience and has a more positive meaning for the individual", [29].

Based on the definition of meaningful work according to several previous researchers, the writer can conclude that meaningful work is the positive meaning of each individual towards his

work to create happiness, and satisfaction, and assume that the work done can be useful and contribute to others. The study, [30], identified four influences on meaningful work, namely: individuals (values, motivation, and beliefs), other people (coworkers, leaders, groups and communities, and families), work context (task design occupation, organizational mission, financial situation, non-work domain, and national culture), and spiritual life (spirituality and holy vocation). In the journal Predicting turnover intention of Indonesian millennials workforce in the manufacturing industry: a PLS-SEM Approach states that meaningful work has a significant positive effect on employee satisfaction in the millennial generation, [31]. According to, [32] meaningful work has an influence on the organizational level, namely: leadership, organizational culture, organizational policies and practices, and social context in the workplace.

3 Research Methods

3.1 Research Design

The design method used in this study is the deductive reasoning method. The use of this method aims to test a theory regarding the desired topic. In the research process using the deductive reasoning method, it is carried out from general concepts, then these concepts are made more specific and become hypotheses that can be tested. This more specific hypothesis makes it possible to confirm the theory that will be used in the research, [33]. In testing this research was carried out by collecting quantitative data. Quantitative data is data in the form of numbers collected from questions that have been systematically arranged through questionnaires, [33]. In addition, this study uses a cross-sectional time horizon. Cross-sectional research is research with data that can be collected only once which takes place according to a certain period, [33]. In the following, the authors explain the research design information which has been summarized in Table 1.

Table 1. Research Design Table

Research Objectives	Research Method	Analysis Unit	Time Horizon
T1-T3	Quantitative	Employees who are included in Generation Z criteria (born in 1995 – 2012)	Cross-sectional

Table 1 Description:
T1: To find out whether there is an influence between Job Satisfaction and Turnover Intention in Generation Z.
T2: To find out whether there is an influence between Organizational Culture and Turnover Intention on Generation Z.
T3: To find out whether there is an influence between Meaningful Work and Turnover Intention on Generation Z.

3.2 Research Measurement

In order to get the right measurement results from the questionnaire, a Likert scale is needed as a benchmark for testing how strongly the respondents' answers agree with the questions and statements put forward in the questionnaire, [33]. The following is an explanation of the 6 Likert scale scores below, Table 2:

Table 2. The Six Likert Scale Scores

Study	Score
Strongly Disagree	1
Don't agree	2
Slightly Disagree	3
Slightly Agree	4
Agree	5
Strongly agree	6

3.3 Population and Sample

According to, [33] the population is a group of people, events, and things that are interesting to investigate based on sample statistics. Meanwhile, the sample is defined by, [33], as part or subgroup of the population. In this study, the population is someone with permanent employee status in Indonesia who belongs to Generation Z (born 1995 to 2012). The population is difficult to obtain and know the amount. Therefore, the researcher determined the number of samples in this study using the rule of thumb formula expressed by, [34]. This formula aims to determine the minimum

sample size of respondents as much as ten times the total indicator of twenty-three (23) variables. Based on this formula, it can be determined that the number of samples in this study is two hundred and thirty (230) respondents.

3.4 Data Analyst Method

The data analysis method in this study uses Partial Least Square (PLS) which involves the use of computer programs. In PLS there is a "causal-predictive" method for compiling structural equation modeling (SEM) equations. The characteristic of PLS-SEM is that parameter estimation is not optimal in terms of consistency. When assessing models, PLS-SEM is usually used to build theory in research by emphasizing the explanation of variation in the dependent variable, [34]. This PLS software analysis consists of two components: measurement model analysis which is referred to as the outer models, and structural model analysis or which is referred to as the inner models. PLS can simulate several relationships between variables at once, which is the basis for its application, [34]. PLS-SEM is a good choice when the sample size is small. Moreover, compared to its covariance-based counterpart, PLS-SEM has a higher degree of statistical power in situations with complex model structures or smaller sample sizes. SmartPLS version 3.2.9 (2021) was used in this study.

4 Research Results and Discussion

This study aims to determine Job Satisfaction, Positive Organizational Culture, and Meaningful Work on Turnover Intention in Generation Z who are currently working as employees. The results show that the hypothesis of Job Satisfaction and Positive Organizational Culture on Turnover Intention is supported. Whereas the Meaningful Work hypothesis on Turnover Intention was rejected, which means that the researchers' temporary assumptions were said to be inappropriate or incorrect because they could not be proven. An explanation of the results of the influence and significance test of each hypothesis that has been formulated can be seen in the following section.

4.1 Effect of Job Satisfaction on Turnover Intention

Based on the results of the calculations that have been explained, it can be seen that the relationship between Job Satisfaction and Turnover Intention

has a Path coefficients value of -0.443 and a t-statistics value of 4.748 at a p-value significance level of 0.0000. Because the Path coefficients are close to (-1), the t-statistics is greater than 1.65, and the p-value is less than 0.05. So it can be concluded that the Job Satisfaction variable has a negative and significant effect on Turnover Intention.

The first hypothesis tests whether Job Satisfaction has a negative and significant relationship to Turnover Intention. Based on the results of this study, it is explained that Job Satisfaction has a negative and significant effect on Turnover Intention. Then the results of the first hypothesis can be accepted. The results of this study are in line with research conducted by [35], [36], [37] which state that Job Satisfaction has a negative and significant effect on Turnover Intention.

4.2 The Influence of Positive Organizational Culture on Turnover Intention

Based on the results of the calculations that have been explained, it can be seen that the relationship between Positive Organizational Culture and Turnover Intention has a Path coefficient value of -0.385 and a t-statistics value of 3.628 at a p-value significance level of 0.0003. Because the Path coefficients are close to (-1), the t-statistics is greater than 1.65, and the p-value is less than 0.05. So it can be concluded that the Positive Organizational Culture variable has a negative and significant effect on Turnover Intention.

The second hypothesis tests whether Positive Organizational Culture has a negative and significant relationship to Turnover Intention. Based on the results of this study, it is explained that Positive Organizational Culture has a negative and significant effect on Turnover Intention. Then the results of the second hypothesis can be accepted. The results of this study are in line with research conducted by, [23], [24], [38], which states that Positive Organizational Culture has a negative and significant effect on Turnover Intention.

4.3 The Effect of Meaningful Work on Turnover Intention

Based on the results of the calculations that have been explained, it can be seen that the relationship between Meaningful Work and Turnover Intention has a Path coefficients value of -0.033 and a t-statistics value of 0.323 at the p-value significance level of 0.7463. Because the Path coefficients are

close to (-1), the t-statistics is less than 1.65, and the p-value is greater than 0.05.

The third hypothesis tests whether Meaningful Work has a negative and significant relationship to Turnover Intention. Based on the results of this study, explains that Meaningful Work has a negative and insignificant effect on Turnover Intention.

The results of this study are not in accordance with the results of previous studies examined by, [28], [39] which state that Meaningful Work has a negative and significant effect on Turnover Intention.

Meaningful Work is a variable that is rarely studied. According to, [40], in their research which discusses the relevance of Meaningful Work in Work in Happiness and Turnover Intention, the result is that there is no direct relationship between Meaningful Work and Turnover Intention, but is mediated by Work in Happiness. The possibility of this happening is because of economic theory which states that workers are selfish people, they are more concerned with their personal life goals (happiness) than the impact of their work on the people around them. In addition to the regression model regarding Work in Happiness, the variable that supports explaining Turnover Intention is Enjoying one's job which significantly reduces Turnover Intention.

Another study, [31], conducted research with the title Predicting turnover intention of Indonesian millennials workforce in the manufacturing industry: a PLS-SEM Approach discussing millennial talents working in the Indonesian manufacturing industry regarding the issue of turnover intention. This study used Employee Satisfaction as a mediating variable in the relationship between Competency Development, Compensation and Benefits, Work-Life Balance, and Meaningful Work on Turnover Intention. Millennials consider Meaningful Work and Work-Life Balance to be more valuable factors of job satisfaction, while the older generation values higher salaries and responsibilities more than any other factor. The relationship between Employee Satisfaction and Turnover Intention shows that turnover intention starts from employee dissatisfaction with work, so they start thinking about leaving (thoughts to quit). After a certain period of time, they are looking for a new job (intention to seek); if the employee finds another job, the intention to leave the job (intention to leave) occurs.

Another study, [41], conducted a study entitled Linking meaningful work and nurse turnover intention: multilevel modeling. This study shows Job Embeddedness as mediation to examine the relationship between Meaningful Work and Turnover Intention. The impact of Meaningful Work on Job Embeddedness shows that when employees perceive that their work is meaningful and significant, they are willing to contribute and face difficult times at work. Using a cross-level model, this study shows that the relationship between meaningful work and job embeddedness at the individual level is underpinned by collective perceptions of supervisory support in teams and that group-level moderators also strengthen the mediation pathway between meaningful work and turnover intention.

Based on these 3 studies, it can be concluded that they can support the results of research which states that Meaningful Work does not have a negative and significant effect on Turnover Intention.

5 Conclusion

Based on the results of the research that has been done, it can be concluded that this research is as follows:

1. Job Satisfaction is proven to have a negative and significant effect on Turnover Intention. This is because the value of the path coefficient is -0.443 with a p-value of 0.0000 which is smaller than 0.05, and the t-statistic value is 4.748 which is greater than 1.65.

2. Positive Organizational Culture has a negative and significant influence on Turnover Intention. This is because the value of the path coefficient is -0.038 with a p-value of 0.0003 which is smaller than 0.05, and the t-statistic value is 3.628 which is greater than 1.65.

3. Meaningful Work is not proven to have a negative and significant effect on Turnover Intention. This is because the value of the path coefficient is -0.033 with a p-value of 0.7463 which is greater than 0.05 and a t-statistic value of 0.323 which is smaller than 1.65.

From the three variables Job Satisfaction, Positive Organizational Culture, and Meaningful Work, the most dominant influence on Turnover Intention is Job Satisfaction because it has a greater path coefficient (-0.443) than Positive Organizational Culture (-0.038) and Meaningful Work (-0.033).

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