
Retaining Generation Z in the Workplace: The Role of Career Growth Opportunities and Organizational Commitment in Reducing Turnover Intention

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ABSTRACT

Employee turnover intention among Generation Z remains a challenge, particularly in the manufacturing sector. This study examines the relationship between career growth opportunities and turnover intention among Generation Z manufacturing employees in Semarang City. This study aims to analyze the effect of Career Growth Opportunities on Turnover Intention, with Organizational Commitment as a mediating variable, among Generation Z employees working in manufacturing companies in Semarang City. The study adopted a quantitative approach with 100 Generation Z employee respondents. Data analysis was conducted using Structural Equation Modeling–Partial Least Squares (PLS-SEM) assisted by Smart-PLS 3. The research model consisted of Career Growth Opportunities as the exogenous variable, Organizational Commitment as the mediating variable, and Turnover Intention as the endogenous variable. The summary of research results indicates that Career Growth Opportunities have an effect on Organizational Commitment, whereas Career Growth Opportunities do not affect Turnover Intention. Furthermore, Organizational Commitment has no effect on Turnover Intention and does not mediate the effect of Career Growth Opportunities on Turnover Intention. These findings show that the relationship between career growth opportunities and turnover intention among the study respondents does not operate through the mechanism of organizational commitment.

Keywords: Career growth opportunities; Organizational commitment; Turnover intention; Generation Z employee.

INTRODUCTION

Dynamic changes in the business environment, the acceleration of work process digitalization, and high post-pandemic workforce mobility require organizations to re-evaluate their human resource retention strategies. In human resource management (HRM), turnover intention serves as a crucial indicator because it represents the best predictor prior to actual turnover, which is costly for organizations (Allen et al., 2010). This phenomenon of turnover intention becomes increasingly critical alongside the massive entry of Generation Z into the labor market. The characteristics of Generation Z, who tend to prioritize career mobility, self-achievement, work-life balance, and flexibility, are often perceived as having lower levels of loyalty compared to previous generations (Aggarwal, 2020).

The issue of Generation Z retention is prominently felt in the manufacturing industry within rapidly growing urban areas such as Semarang City. The manufacturing sector is synonymous with rigid organizational structures, precise production targets, and bound work routines. These industrial characteristics often experience a mismatch with the expectations of Generation Z, who desire rapid and flexible career growth. A study (Fathan & Sary, 2024) on Generation Z in Indonesia shows that the work environment and perceptions of their careers influence their intention to stay. However, most prior studies have predominantly focused on the service sector, information technology, or startups, creating a contextual gap regarding how perceptions of Career Growth Opportunities (CGO) operate among Generation Z manufacturing workers in Semarang.

Theoretically, the relationship between Career Growth Opportunities and Turnover Intention can be explained through Blau's (1964) Social Exchange Theory (SET) (Jia-jun & Hua-ming, 2022). SET posits that when employees perceive that the organization provides valuable resources, such as competency development opportunities, promotions, and clear career paths, they feel obligated to reciprocate (reciprocity principle) through higher commitment and lower turnover intention. Research by Huo (2021) and Khamis et al. (2022) confirms that career growth opportunities play a significant role in increasing loyalty and reducing turnover intention. Nevertheless, empirical findings in the literature regarding the effectiveness of CGO on turnover intention are not always consistent. Several studies indicate that for Generation Z, the availability of career growth opportunities within a company may actually increase their external marketability, thereby not automatically decreasing their intention to seek new opportunities elsewhere.

To explain the internal mechanism within this relationship, Organizational Commitment is frequently integrated as a mediating variable. Organizational commitment reflects an employee's psychological attachment to the organization's values and goals. Conceptually, employees with higher organizational commitment should exhibit lower levels of turnover intention. However, the mediating role of organizational commitment still demonstrates theoretical and empirical gaps. While several studies have found that organizational commitment fully mediates the relationship between career development and turnover intention.

The presence of empirical inconsistencies alongside industry-specific contextual constraints underscores the significance of this study. This study aims to empirically analyze the effect of Career Growth Opportunities on Turnover Intention, with Organizational Commitment as a mediating variable, among Generation Z employees in the manufacturing sector of Semarang City. This research offers two main contributions. Theoretically, it enriches the literature on organizational behavior and HRM by testing

the scope of Social Exchange Theory on the Generation Z segment within the manufacturing sector. Practically, the findings are expected to provide strategic insights for manufacturing company management in Semarang City in designing precise career development programs to mitigate turnover rates among young employees.

METHODS OF RESEARCH

This study employed a quantitative approach with an explanatory associative research design to test and explain the causal relationships and mediating mechanisms among the variables in the proposed research model. The unit of analysis was individuals, specifically Generation Z employees (born between 1997 and 2012) actively working in manufacturing companies in Semarang City. Sampling was conducted using a non-probability sampling technique with a purposive sampling approach. The inclusion criteria for respondents were: (1) belonging to the Generation Z cohort, (2) being classified as permanent or contract employees with a minimum tenure of 6 months, and (3) working in manufacturing firms operating within the Semarang City area. The final sample comprised 100 respondents. This sample size full-fills the minimum adequacy criteria (rule of thumb) for variance-based Structural Equation Modelling, which recommends a minimum sample size of 5 to 10 times the maximum number of indicators assigned to a single construct in the model (Hair et al., 2022).

Primary data were collected through structured questionnaires distributed both online and offline. All constructs were specified as reflective constructs and measured using a 5-point Likert scale, ranging from "Strongly Disagree" (1) to "Strongly Agree" (5). The *Career Growth Opportunities* instrument was adapted from indicators measuring career goal progress, professional capability development, and promotion speed. *Organizational Commitment* was measured adapting indicators of affective and continuance commitment. Meanwhile, *Turnover Intention* was operationalized using indicators assessing thoughts of quitting, job search behavior, and intent to leave the organization. Data analysis was performed using Partial Least Squares–Structural Equation Modelling (PLS-SEM) executed via Smart-PLS 3 software. PLS-SEM was selected due to its robustness in handling complex structural models, its non-reliance on strict multivariate normality assumptions, and its strength in prediction-oriented research contexts (Legate et al., 2023). Following the analytical guidelines established by Hair et al. (2021), data evaluation proceeded in two sequential steps: 1) Measurement Model Evaluation (*Outer Model*): Convergent validity was assessed via outer loadings (> 0.70) and Average Variance Extracted (AVE > 0.50). Discriminant validity was examined using the Fornell-Larcker criterion and the Heterotrait-Monotrait Ratio of Correlations (HTMT < 0.90). Construct reliability was confirmed through Cronbach's Alpha (> 0.70) and Composite Reliability (> 0.70). 2) Structural Model Evaluation (*Inner Model*): The structural model was evaluated by examining the coefficient of determination (R^2), cross-validated redundancy (Q^2), and path coefficients. Hypothesis testing was conducted using a non-parametric bootstrapping procedure (5,000 resamples) to evaluate the statistical significance of direct and indirect (mediating) relationships based on t -statistics (> 1.96) and p -values (< 0.05).

RESULTS AND DISCUSSION

The evaluation of the measurement model (Outer Model) in Partial Least Squares Structural Equation Modeling (PLS-SEM) was conducted to assess the reliability and validity of the indicators measuring each latent variable: Career Growth Opportunity, Organizational Commitment, and Turnover Intention. This evaluation focuses on two main criteria: convergent validity, examined through Outer Loadings, and indicator significance, evaluated using T-Statistics and P-Values obtained through the bootstrapping procedure.

Table 1. Outer Loadings and T-Statistics

Construct	Indicator	Loading	Cronbach's Alpha	CR	AVE
Career Growth Opportunity	CGO1	0.906	0.892	0.925	0.756
	CGO2	0.831			
	CGO3	0.900			
	CGO4	0.838			
Organizational Commitment	OC1	0.718	0.780	0.869	0.691
	OC2	0.889			
	OC3	0.875			
Turnover Intention	TI1	0.932	0.901	0.931	0.771
	TI2	0.877			
	TI3	0.885			
	TI4	0.815			

(Source: Output Smart-pls 3, 2026)

Based on Table 1 above, Career Growth Opportunity was measured using four indicators: CGO1, CGO2, CGO3, and CGO4, with outer loading values of 0.906, 0.831, 0.900, and 0.838, respectively. All indicators have outer loading values above the recommended threshold of 0.70, indicating that they adequately represent the Career Growth Opportunity construct. Among the indicators, CGO1 has the highest outer loading value of 0.906, followed by CGO3 at 0.900. These results indicate that both indicators have relatively strong relationships with the construct. Meanwhile, CGO2 and CGO4 also demonstrate satisfactory loading values of 0.831 and 0.838, respectively, supporting their retention in the measurement model. Regarding reliability, the Cronbach's alpha value of 0.892 and the Composite Reliability value of 0.925 exceed the recommended threshold of 0.70, indicating good internal consistency. Furthermore, the AVE value of 0.756 exceeds the minimum acceptable threshold of 0.50. This indicates that the construct explains, on average, 75.6% of the variance in its indicators. Therefore, Career Growth Opportunity demonstrates satisfactory reliability and convergent validity.

Organizational Commitment was measured using three indicators: OC1, OC2, and OC3, with outer loading values of 0.718, 0.889, and 0.875, respectively. All indicators exceed the commonly recommended threshold of 0.70, indicating that they adequately represent the Organizational Commitment construct. Among the three indicators, OC2 has the highest outer loading value of 0.889, followed by OC3 at 0.875.

These findings suggest that both indicators have relatively strong relationships with Organizational Commitment. Although OC1 has the lowest loading value of 0.718, it remains above the recommended threshold and can therefore be retained in the measurement model. The reliability assessment shows that Cronbach's alpha is 0.780, while Composite Reliability is 0.869. Both values exceed the minimum threshold of 0.70, indicating acceptable internal consistency. In addition, the AVE value of 0.691 is above the recommended threshold of 0.50, suggesting that the construct explains, on average, 69.1% of the variance in its indicators. Thus, Organizational Commitment satisfies the criteria for reliability and convergent validity.

Turnover Intention was measured using four indicators: TI1, TI2, TI3, and TI4, with outer loading values of 0.932, 0.877, 0.885, and 0.815, respectively. All indicators have outer loading values above 0.70, demonstrating that they adequately represent the Turnover Intention construct. TI1 has the highest outer loading value of 0.932, indicating that it has the strongest relationship with the construct among the four indicators. This is followed by TI3 and TI2, with loading values of 0.885 and 0.877, respectively. Although TI4 has the lowest loading value at 0.815, it still meets the recommended threshold and is considered acceptable for measuring Turnover Intention. In terms of reliability, the Cronbach's alpha value of 0.901 and the Composite Reliability value of 0.931 indicate excellent internal consistency. Furthermore, the AVE value of 0.771 exceeds the minimum threshold of 0.50, indicating that the construct explains, on average, 77.1% of the variance in its indicators. These results demonstrate that the Turnover Intention measurement instrument has satisfactory reliability and convergent validity.

Table 2. Hypothesis Testing and Path Coefficients (Inner Model)

Structural Path	Path Coefficient (β)	P-Values	Description
Career Growth Opportunity → Organizational Commitment	0.756	0.000	Significant (Hypothesis Accepted)
Organizational Commitment → Turnover Intention	-0.278	0.077	Not Significant (Hypothesis Rejected)
Career Growth Opportunity → Turnover Intention	-0.091	0.567	Not Significant (Hypothesis Rejected)
Career Growth Opportunity → Organizational Commitment → Turnover Intention	-0,069	0.577	Not Significant (Hypothesis Rejected)

(Source: Output Smart-pls 3, 2026)

The hypothesis testing results from the structural model (Inner Model) evaluate the direct relationships between Career Growth Opportunity, Organizational Commitment, and Turnover Intention based on the path coefficients (β) and p -values at a 5% significance level ($\alpha = 0.05$). The direct relationship between Career Growth Opportunity and Organizational Commitment demonstrates a strong positive path coefficient ($\beta = 0.756$) with a p -value of 0.000. Since the p -value is well below the 0.05 threshold, this hypothesis is accepted. This finding indicates that enhanced career growth opportunities, such as clear career advancement pathways, skill development, and promotion prospects, exert a substantial and statistically significant positive influence on employee organizational commitment.

In contrast, the direct path from Career Growth Opportunity to Turnover Intention yields a negative

path coefficient ($\beta = -0.278$) with a p -value of 0.077. Because the p -value exceeds the 0.05 significance level, this hypothesis is rejected. Although the direction of the coefficient is negative, the empirical evidence shows that Career Growth Opportunity does not have a direct, statistically significant effect on reducing employees' turnover intention within this sample. Similarly, the path from Organizational Commitment to Turnover Intention shows a negative path coefficient ($\beta = -0.091$) with a p -value of 0.567. As the p -value is substantially higher than 0.05, this hypothesis is also rejected. This result suggests that Organizational Commitment does not significantly influence or reduce Turnover Intention directly. Consequently, organizational commitment alone is insufficient to directly explain variations in employees' plans or intentions to leave the company in this specific study context.

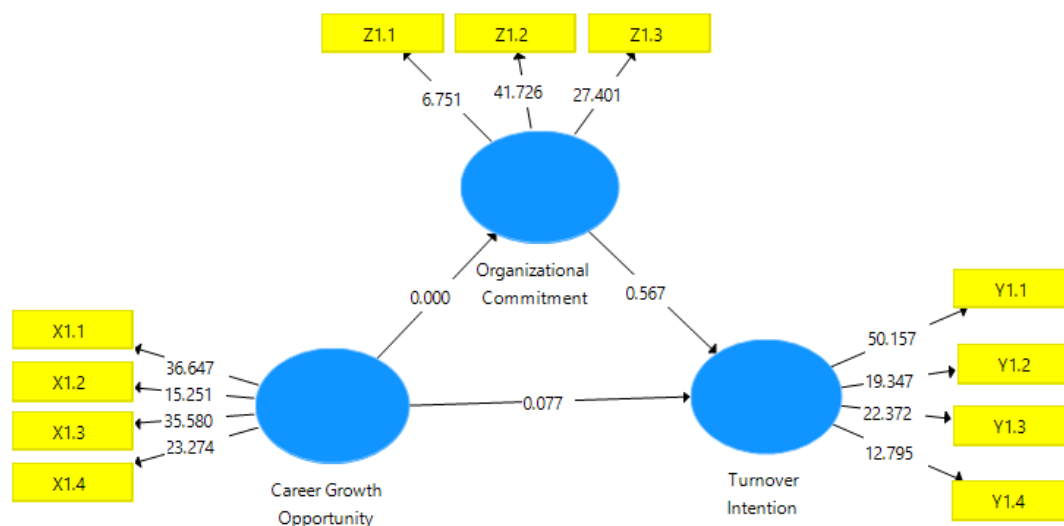


Figure 1. Structural Model with Path Coefficients and p-Values (Bootstrapping Results)

The Effect of Career Growth Opportunity on Organizational Commitment

Based on the hypothesis testing results, Career Growth Opportunity was found to have a positive and statistically significant effect on Organizational Commitment. This is evidenced by a path coefficient of 0.756 with a p -value of 0.000 ($p < 0.05$). The positive path coefficient indicates a strong direct relationship, meaning that higher perceived career growth opportunities within the company correspond to a substantial increase in employees' organizational commitment. Conversely, limited opportunities for career advancement can diminish employees' emotional attachment to the organization. Theoretically, this finding aligns with and strongly supports Social Exchange Theory (SET) proposed by Blau (1964). According to SET, employment relationships operate on the norm of reciprocity (Jia-jun & Hua-ming, 2022). When an organization makes tangible investments in its workforce, such as providing clear career pathways, promotion prospects, skill training, and personal development opportunities (Career Growth Opportunity), employees perceive these actions as a sign of organizational care, support, and valuation. In return, employees reciprocate by demonstrating higher levels of affective commitment, a stronger sense of belonging, and heightened loyalty (Organizational Commitment) toward the organization (Jia-jun & Hua-

ming, 2022; Weng et al., 2010).

Practically, these results underscore the vital role of structured career management and professional development programs. Employees who perceive a transparent career trajectory are more likely to align their personal professional aspirations with organizational objectives. Consequently, this elevated organizational commitment not only strengthens employee identification with the company's core values but also serves as a key driver in reducing turnover intentions and fostering organizational citizenship behavior (OCB). In conclusion, these empirical findings confirm earlier research by Balushi et al. (2022) and (Aini et al., 2024), which states that providing meaningful career development opportunities is a key predictor in building and maintaining strong organizational commitment among employees in the long term.

The Effect of Organizational Commitment on Turnover Intention

The hypothesis testing revealed that Organizational Commitment has a negative path coefficient on Turnover Intention ($\beta = -0.278$), but this relationship is not statistically significant at the standard 5% significance level ($p = 0.077 > 0.05$). While the negative direction aligns with theoretical expectations, suggesting that higher organizational commitment generally tends to reduce an employee's intention to leave, the lack of statistical significance indicates that organizational commitment is not a primary direct determinant of turnover intention within this study's sample.

This outcome aligns with the findings of (Balushi et al., 2022), who similarly reported that organizational commitment does not significantly influence turnover intention. Aini et al. (2024) found that only affective commitment consistently reduces the intention to change jobs, whereas continuity commitment and normative commitment do not have a significant effect. This suggests that emotional attachment or loyalty to the organization (*affective commitment*) does not automatically insulate employees from considering alternative employment opportunities. In modern workplace dynamics, organizational commitment often becomes secondary to strong external pull factors and internal push factors. Even highly committed employees may actively consider leaving when presented with superior compensation packages in the labor market, faster external career progression, or better work-life balance options (Riamanda et al., 2025). Furthermore, among younger demographics (such as Generation Z), organizational loyalty is increasingly conditional and pragmatic; personal career agility, continuous upskilling, and overall well-being are frequently prioritized over long-term tenure at a single institution.

Consequently, within the context of this study, organizational commitment functions as a supporting condition rather than a standalone retention guarantee. Management cannot rely solely on fostering emotional bonds or moral obligation to retain talent. Instead, organizations must comprehensively address hygiene factors, including remuneration structures, leadership climate, workload levels, and tangible performance incentives, to effectively mitigate turnover intention.

The Effect of Career Growth Opportunity on Turnover Intention

Based on the hypothesis testing results, the path coefficient obtained was -0.278 with a p-value 0.077 ($p > 0.05$). These empirical findings demonstrate that career growth opportunity has a negative but statistically non-significant effect on turnover intention. While the negative direction of the coefficient suggests that higher perceived career growth opportunities tend to correspond to lower turnover intentions, the effect is not significant at the 5% threshold ($\alpha = 0.05$). Consequently, internal career advancement

opportunities alone do not serve as a primary direct predictor in mitigating employees' intention to leave the organization.

Theoretically, this outcome highlights the boundary conditions of applying social exchange theory (SET) directly to turnover behavior within this specific research context. Although SET posits that organizational investments, such as internal career development, elicit favorable employee responses via the norm of reciprocity, the lack of statistical significance indicates that the decision to leave an organization is a multifaceted construct. Internal career advancement options may not be sufficiently potent to retain employees if other compelling internal or external factors drive their turnover decision.

Several substantive arguments account for the non-significant direct relationship between career growth opportunity and turnover intention: compensation and external job market alternatives, internal career growth prospects may be overshadowed by more attractive monetary compensation, financial benefits, or external market opportunities. And the role of mediating mechanisms, the mechanism connecting career growth to reduced turnover intention may not operate directly. Instead, it likely operates through intermediary psychological states, such as job satisfaction or organizational commitment. That is, career opportunities reduce turnover intentions primarily when they successfully foster job satisfaction or emotional commitment first.

Practically, these results imply that organizations cannot rely solely on career development program as a standalone retention mechanism. Human resource practitioners should adopt a holistic retention strategy that aligns clear career progression frameworks with competitive compensation packages, healthy work environments, and proactive employee engagement initiatives. These findings are consistent with and supported by previous empirical studies that career growth opportunities and turnover intention. (Weng et al., 2010) demonstrated that while overall career growth is an important workplace factor, certain dimensions of career development do not yield a strong direct effect on turnover intention without the mediating influence of effect on turnover intention without the mediating influence of organizational commitment. Similarly, (Jiaying & Muda, 2023) highlighted that offering career development prospects alone does not automatically reduce employees' intention to quit if other fundamental factors, such as equitable compensation, work-life balance, and a supportive work environment, are not concurrently met. Furthermore, (Sholahuddin et al., 2025) confirmed that career growth opportunities require intervening affective mechanisms (such as job satisfaction or organizational commitment) to exert a meaningful indirect impact on reducing employee turnover intention.

The Mediating Role of Organizational Commitment in the Effect of Growth Opportunities on Turnover Intention

The test of the indirect effect yielded a coefficient of $B = -0.069$ with a t -value of 0.555 and a p -value of 0.577 ($p > 0.05$). This demonstrates that organizational commitment fails to act as a mediating variable in the relationship between Career Growth Opportunity and turnover intention (H4 Rejected). In accordance with the principles of mediation analysis in path analysis, the primary requirement for a mediating effect (whether partial or full) is the significance of the indirect path connecting the exogenous variable to the mediator, and the mediator to the endogenous variable. Although the path from career growth opportunities to organizational commitment is very strong and significant ($\beta = 0.756$; $p = 0,000$), the subsequent path from organizational commitment to turnover intention was found to be insignificant (β

= -0.091; $p = 0.567$). The disruption of this second path, both mathematically and conceptually, causes the indirect effect to be nullified; thus, organizational commitment cannot serve as a transmission bridge to mitigate turnover intention in this model.

Although the direct effect of H2 was not significant at the 5% level ($p = 0.077$) and the indirect effect mediated by organizational commitment (H4) was also not significant ($p = 0.577$), the total effect of career growth opportunities on the reduction in turnover intention was found to be negative and highly significant at the $p < 0.001$ level. Methodologically and theoretically, this indicates that the availability of growth opportunities within a company is an essential pillar that significantly reduces employees' tendency to leave their jobs (Situmorang et al., 2025). Organizations that do not offer opportunities for career development will experience a talent exodus (Balushi et al., 2022). Furthermore, the significance of the total effect, amid the lack of significance in the mediation by organizational commitment, suggests that the psychological mechanisms that mitigate turnover actually operate through other transmission pathways not yet included in this model.

CONCLUSION

This study found that Career Growth Opportunities had a positive and statistically significant effect on Organizational Commitment among Generation Z employees in the manufacturing sector of Semarang City ($\beta = 0.756$; $p < 0.001$). However, the effects of Career Growth Opportunities on Turnover Intention ($\beta = -0.091$; $p = 0.567$) and Organizational Commitment on Turnover Intention ($\beta = -0.278$; $p = 0.077$) were not statistically significant. Furthermore, Organizational Commitment did not significantly mediate the relationship between Career Growth Opportunities and Turnover Intention ($\beta = -0.069$; $p = 0.577$). These findings indicate that although career growth opportunities are associated with stronger organizational commitment, the proposed model does not provide sufficient statistical evidence that career growth opportunities or organizational commitment independently reduce turnover intention, or that organizational commitment mediates this relationship among the respondents.

Practically, manufacturing companies should continue to provide clear career paths, professional development opportunities, and transparent promotion systems to strengthen organizational commitment. However, these initiatives should be complemented by broader employee retention strategies that address compensation, workload, supervisory support, and work-life balance. Future research should examine additional factors that may explain turnover intention and test the proposed relationships using larger samples from multiple manufacturing companies to improve the generalizability of the findings.

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