The Influence Of Career Growth And Perceived Organizational Support On Turnover Intention: The Role Of Organizational Commitment Among Indonesian Millennial Employees

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ABSTRACT

The Millennial generation, which dominates the world's current population, can be both an opportunity and a challenge due to its characteristic of being unable to stay in a company for a long period of time like previous generations. This research aims to measure the influence of career growth and perceived organizational support on turnover intention among millennial employees, mediated by organizational commitment. Empirical data were collected from 316 respondents using an online survey assessed through a 7-point Likert scale. The respondents are millennial employees (born between 1980 and 1996) in Indonesia who are currently working in a company with a minimum tenure of 2 years. The data were analyzed using Structural Equation Modeling (SEM) with Lisrel 8.8 software. The results show that career growth and perceived organizational support can increase commitment and reduce employees' intention to leave. It was additionally discovered that organizational commitment significantly serves as a mediating factor in the relationship between career growth and perceived organizational support regarding turnover intention.

INTRODUCTION

Indonesia's workforce dynamics have undergone significant changes since 2020, with Generation Z and Millennials comprising a substantial portion. Generation Z, born between 1997 and 2012, constitutes about 27.94% of the population, while Millennials, born between 1981 and 1996, make up 25.87% (Badan Pusat Statistik, 2021). While not all members of Generation Z have fully entered the workforce yet (Badan Pusat Statistik, 2021), Millennials serve as the primary driver of economic growth in the nation, as all of them have reached working age (IDN Research Institute, 2023). Millennials play a pivotal role in the nation's economic growth (IDN Research Institute, 2022). Millennials, however, exhibit a propensity for job hopping, as evidenced by Deloitte (2018) survey, where 48% considered leaving their jobs within two years. Although there

was a slight increase in loyalty by 2022, Millennials still show a higher inclination towards job changes compared to previous generations (Deloitte, 2022). A significant portion, 90%, of Millennials believe that the ideal tenure at a company is at least three years, while 9% consider 1-2 years to be ideal, and the remainder view the ideal tenure as less than one year (IDN Research Institute, 2022). The desire for new opportunities among Millennials has led to a phenomenon known as "The Great Resignation," with 43% of employees having worked at their current jobs for less than two years, and 84% actively seeking new career prospects (Michael Page, 2022). The Talent Trends 2023 report by Michael Page (2023) indicates that 95% of employees in Indonesia are open to new opportunities, with 73% classified as active job seekers, meaning they are actively seeking or planning to seek new employment within the next six months, and 22% are hesitant but open to exploring new job opportunities. This desire for new employment opportunities can be referred to as turnover intention, which refers to the likelihood that employees will consider leaving their current jobs within a specific period (Albalawi et al., 2019). This turnover intention poses challenges for organizations, as high turnover rates incur significant recruitment and training costs (Chen & Wang, 2019). Previous study indicates that Millennials are motivated to leave companies due to better growth prospects, attractive reward packages, and conducive work environments (Deloitte, 2022; IDN Research Institute, 2019). In line with the findings of (Al Balushi et al., 2022), career growth is identified as a crucial issue influencing employee turnover intentions. However, if organizations fail to meet employees' career growth expectations, it may drive talented employees to seek opportunities elsewhere that better align with their job expectations (Al Balushi et al., 2022). Employee loyalty is likely to be fostered when organizations prioritize career development and organizational support are obtained (Wang et al., 2024). Organizational support perception, or perceived organizational support (POS), is defined as employees' general perception of the extent to which the organization values their contributions and cares about their well-being (Kurtessis et al., 2017). POS plays a crucial role in meeting employees' socio-emotional needs and fostering commitment (Kurtessis et al., 2017). Organizational support can enhance commitment to the organization and, in turn, reduce job turnover intentions (Albalawi et al., 2019). The greater the organizational support employees perceive, the higher the commitment they will demonstrate to both their jobs and the organization (Suárez-Albanchez et al., 2022).Before strengthening other aspects within the organization, enhancing employee commitment should be a top priority for organizations in retaining employees (Al Balushi et al., 2022; Albalawi et al., 2019; Suárez-Albanchez et al., 2022). This is because organizational commitment is considered a key determinant in influencing employees' intentions to stay or leave their organizations (Jang & Kandampully, 2018). Understanding these dynamics can provide valuable insights for organizations in managing and retaining Millennials, who represent the majority of the productive workforce and are vital for economic growth.

LITERATURE REVIEW

A comprehensive review of the literature was conducted to gain insights into the problem and develop research hypotheses. This section is structured into seven parts: millennial generation, social exchange theory, turnover intention, career growth, perceived organizational support, organizational commitment, and the relationships between the variables being studied.

Millennial Generation

Those born between 1980 and 1996 are referred to as the Millennial Generation (Badan Pusat Statistik, 2021). It is known that the characteristics possessed by millennials differentiate this generation from previous generations in various aspects (Kyeong & Kim, 2022). In the context of employment, they also demonstrate different attitudes, values, beliefs, and aspirations. Tulgan and Martin (2001) identified the millennial generation as a generation that believes they

will achieve great accomplishments and has a desire to bring positive change to the world (Yang et al., 2023). (Özçelik, 2015) describes millennials as individuals with high education, confidence, enthusiasm, social consciousness, independence, and proficiency in technology. Kerslake (2005) suggests that millennials have a strong drive to achieve success in their careers (Yang et al., 2023). On the other hand, millennials do not have strong loyalty to the companies they work for but expect rapid advancement in their careers, salary increases, and opportunities to acquire and develop new skills (Eddy et al., 2010). Through surveys and reports, millennials are referred to as a generation that likes to and often switches jobs (Smith, 2023). It is also stated by Lee & Kang (2018) as a generation with lower loyalty compared to previous generations. (Kyeong & Kim, 2022)

Social Exchange Theory

One of the main theories in social science related to social interactions is the social exchange theory (Cook et al., 2013). This theory has been a significant theoretical perspective in the field of social psychology since the seminal works of (Blau, 2017; Homans, 1974; Richard & Emerson, 1976). According to (Homans, 1974), social exchange is a process where two or more individuals exchange activities, tangible or intangible, with varying levels of rewards. (Blau, 2017) describes social exchange as actions limited to those dependent on favorable reactions from others, implying a mutually interdependent, beneficial process involving transactions or exchanges. Similarly, (Richard & Emerson, 1976) interprets social exchange theory as an interaction system involving responses to actions based on mechanisms of reward for value exchange. (Blau, 2017) states that the primary goal of social exchange theory is to foster mutually beneficial commitments. Kahn (2007) underscored the importance of positive workplace relationships in enhancing outcomes critical to managers and organizations (Madden et al., 2015). These improved outcomes are attributed to the reciprocity principle, where individuals reciprocate actions proportional to the benefits received from their relationships (Gouldner, 1960). Despite criticisms for its focus on transactional processes (Cropanzano & Mitchell, 2005) and overlooking the significance of commitment and attachment in forming positive relationships (Pratt & Dirks, 2017), social exchange theory remains valuable in understanding organizational benefits from positive relationships among members (Madden et al., 2015). According to (Cook et al., 2013) individuals tend to join groups that offer benefits and leave those that no longer do. (Eisenberger et al., 1986) found that individuals who feel supported by their organization reciprocate by providing greater support in return (Madden et al., 2015). (Eisenberger & Stinglhamber, 2011) describe this reciprocation through increased performance and reduced deviant behavior in the workplace (Madden et al., 2015). In line with the opinion of Song et al. (2022) that employees exhibit positive attitudes in supportive environments but can turn negative in unsupportive ones (Yang et al., 2023). Social exchange in employee-organization relationships involves exchanging knowledge, skills, talents, and motivation for mutual gain (Yang et al., 2023). (Blau, 2017) interpreted these gains as financial rewards or intangible benefits like respect, dignity, interest, and fairness.

Turnover Intention

Turnover intention refers to a conscious and deliberate desire to leave one's job (Tett & Meyer, 1993). (Clark, 2007) sees it as a primary indicator of actual organizational departure. Others define turnover intention as the extent to which employees plan to stay or leave their jobs (Bothma & Roodt, 2013), or as the inclination to switch to a company offering better working conditions (Hariandja, 2002). (Mobley et al., 1978) characterize turnover intention as an employee's voluntary desire to resign or move to another job. Employee turnover can be voluntary or involuntary. Voluntary turnover occurs when employees willingly leave an organization due to job-related factors, while involuntary turnover, or termination, is a decision made by the employer to end the employment relationship (Robbins, 2003). (Jacobs & Roodt,

2007) suggest measuring turnover intention through personal, organizational, and job-related aspects. Various factors contribute to turnover intention, including external conditions such as job availability and individual factors like age and tenure, as well as internal factors like organizational culture, leadership style, compensation, job satisfaction, and career development opportunities (Mobley, 1986). Research by (Griffeth et al., 2000) indicates a positive relationship between turnover intention and actual turnover. Increased turnover incurs costs for companies, including separation, replacement, and training costs (Griffeth & Hom, 2001). In addition to these costs, turnover can lead to impaired service quality, lost business opportunities, increased turnover among remaining employees, and jeopardized future leadership and demographic diversity (Griffeth & Hom, 2001).

Career Growth

Career growth, also known as career advancement, refers to how much an individual feels their current work environment supports their career progression, acknowledges them through promotions, and provides appropriate compensation (Al Balushi et al., 2022; Weng et al., 2010). It encompasses four main components: career goal progression, professional ability development, promotion speed, and remuneration growth (Al Balushi et al., 2022). These components serve as measures for assessing career growth (Weng et al., 2010). Career goal progression reflects the relevance of one's current job and the extent to which it provides opportunities for individuals to achieve their career goals (Weng & McElroy, 2012). Professional ability development indicates how well a current job facilitates employees in acquiring new skills and knowledge (Weng & McElroy, 2012). Promotion speed relates to employees' views on how quickly and likely they are to get promoted (Weng & McElroy, 2012). Remuneration growth depicts how employees perceive the speed, amount, and likelihood of their compensation increasing (Weng & McElroy, 2012). (Vande Griek et al., 2020) highlight the importance of both individual effort and organizational support in professional growth. Organizations can offer development opportunities, skill enhancement, promotions, and salary increase, but these benefits are realized only if employees are motivated and proactive (Vande Griek et al., 2020). Thus, a combination of organizational offerings and employee initiative is essential for meaningful career advancement, retention, and performance (Vande Griek et al., 2020).

Perceived Organizational Support

Perceived organizational support refers to how much employees feel their organization cares about their well-being and values their contributions (Eisenberger et al., 1986, 1990, 1997). When employees perceive support and appreciation from the organization, they tend to work better for its success (Eisenberger et al., 1986). (Rhoades & Eisenberger, 2002) view perceived organizational support as the organization's effort to achieve mutual benefits, as employees are likely to contribute better in response to positive actions from the organization. Three common forms of perceived organizational support, based on (Eisenberger et al., 1986) organizational support theory, relate to support from supervisors, fairness in work procedures, organizational rewards, job conditions, and other organizational procedures (Rhoades & Eisenberger, 2002). Perceived organizational support triggers a social exchange process that makes employees feel obligated to reciprocate to their organization, considering its goals and success to balance the treatment they receive (Kurtessis et al., 2017). It also encourages employees to acknowledge organizational ownership and status in the workplace as part of their social identity, affecting their socio-emotional needs fulfillment (Pimenta et al., 2024). Additionally, perceived organizational support convinces employees that contributing more to the organization's goals will result in greater rewards (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002).

Organizational Commitment

(Meyer et al., 1993) view commitment as a psychological condition reflecting the

relationship between employees and organizations, impacting decisions to stay or leave. It's generally seen as an agreement to act in the interest of oneself, others, a group, or an organization (Kreitner et al., 1999). (Robbins & Judge, 2003) define organizational commitment as understanding the organization, its goals, and having the determination to remain part of it. It's also seen as the level of loyalty and support given by employees to the organization (Baotham et al., 2010). (Meyer et al., 2002) define organizational commitment as alignment with organizational values and goals, the desire to complete tasks to support the organization. Committed individuals identify with and engage in the organization (Meyer & Allen, 1991). Organizational commitment reflects how individuals recognize the organization and show attachment to its goals (Kreitner et al., 1999). It's crucial for organizations as committed employees tend to be more productive and supportive (Candelario et al., 2020). Hence, it's important for individuals in an organization to have organizational commitment, showing a high level of interest in achieving organizational goals and determination to stay (Kreitner et al., 1999). (Meyer et al., 1993) propose three components of organizational commitment: affective, continuance, and normative. Employees with high affective commitment stay due to desire, those with high continuance commitment stay out of necessity, and those with high normative commitment stay due to a sense of obligation (Meyer et al., 1993).

Relationship between career growth and organizational commitment

Career growth shows a significant positive link with organizational commitment (Al Balushi et al., 2022). (Weng et al., 2010) found that all aspects of career growth—goal progress, professional development, promotion speed, and remuneration—are positively associated with affective commitment, and also relate positively to continuance and normative commitment. This suggests that providing growth opportunities and recognition strengthens organizational commitment (Weng et al., 2010). (Weng & McElroy, 2012) discovered that organizational rewards have a negative correlation with turnover intention, implying that rewards can increase employee commitment. Therefore, the first hypothesis is:
H1: Career growth positively impact organizational commitment.

Relationship between perceived organizational support and organizational commitment

(To & Huang, 2022; Yılmaz et al., 2022) studied the impact of the COVID-19 pandemic on employee behavior, revealing a significant positive relationship between organizational commitment and perceived organizational support. Additionally, (To & Huang, 2022) found that organizational commitment can be moderately and significantly predicted by perceived organizational support. (Alshaabani et al., 2021) found a significant positive influence of perceived organizational support on affective commitment among foreign employees in the Hungarian private sector, particularly in the service industry. Moreover, (Albalawi et al., 2019) discovered a direct positive and significant effect of perceived organizational support on organizational commitment. Based on the findings from these studies, the following hypothesis can be formulated:
H2: Perceived organizational support positively impact organizational commitment.

Relationship between career growth and turnover intention

(Al Balushi et al., 2022) found a negative relationship between career growth and turnover intention among public sector employees in the Sultanate of Oman, although it was not statistically significant. In contrast, (Barakat et al., 2021) study on academic staff at state universities in Jordan found a significant relationship between career growth and turnover intention. Similarly, (Weng & McElroy, 2012) findings indicate that three factors of career growth—career goal progress, professional ability development, and remuneration growth—are negatively related to turnover intention. (Weng & McElroy, 2012) state that if individuals can meet their career growth needs within an organization, they are more likely to stay in that

organization. Therefore, failure to meet these expectations will drive individuals to seek job opportunities elsewhere (Weng & McElroy, 2012). Thus, (Al Balushi et al., 2022) findings indicate that career growth is an important element that can drive turnover intention. Based on the research findings of several experts, the following third hypothesis can be formulated:

H3: Career growth negatively impact turnover intention.

Relationship between perceived organizational support and turnover intention

Employee perception of organizational support enhances job satisfaction, fostering their commitment to the organization and reducing turnover rates (Bhaskar & Mishra, 2019). Employees are more likely to consider leaving their jobs if they perceive little or no support from the organization (Bhaskar & Mishra, 2019). (Gouldner, 1960) suggests that effective human resource management systems can encourage employees to stay longer with the organization as a form of reciprocity (Bhaskar & Mishra, 2019). Previous research has consistently shown a significant negative relationship between perceived organizational support and turnover intention (Albalawi et al., 2019; Bhaskar & Mishra, 2019). Consistent with (Suárez-Albanchez et al., 2022), their study found a negative correlation between employees' perception of organizational support and turnover intention. This implies that the better the organizational support received, the lower the individual's desire to leave the organization (Suárez-Albanchez et al., 2022). Thus, the fourth hypothesis can be formulated as follows:

H4: Perceived organizational support negatively impact turnover intention.

Relationship between organizational commitment and turnover intention

(Mowday et al., 2013) suggests that high levels of employee commitment reduce the likelihood of turnover. Consistent with (Nouri & Parker, 2013) assertion, strong organizational attachment tends to decrease the inclination to leave the company. This indicates a negative relationship between organizational commitment and turnover intention, consistent with findings from several previous studies (Carayon et al., 2006; Griffeth et al., 2000; Meyer & Allen, 1991; Phillips & Connell, 2003; Thatcher et al., 2002). Similar to studies indicating that organizational commitment has a direct negative relationship with turnover intention (Albalawi et al., 2019; Suárez-Albanchez et al., 2022). (Ramalho Luz et al., 2018) found that affective and normative commitments are significantly negatively correlated with turnover intention. Hence, the fifth hypothesis can be formulated as follows:

H5: Organizational commitment negatively impacts turnover intention.

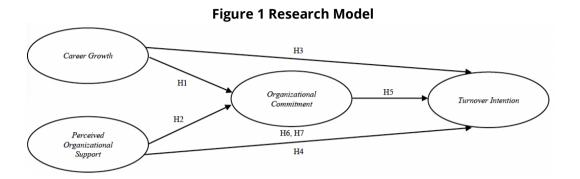**Mediating role of organizational commitment**

Career growth opportunities within organizations can serve as a strategy to enhance affective commitment and simultaneously reduce employee turnover (Weng & McElroy, 2012). In (Al Balushi et al., 2022) study, career growth was found to be an insignificant predictor of turnover intention. However, organizational commitment, especially affective and normative commitment, was found to mediate the relationship between career growth and turnover intention. This finding aligns with (Weng & McElroy, 2012) research, which tested affective commitment as a mediator between career growth and turnover intention. The results indicated that affective commitment partially mediated the relationship between career growth and turnover intention (Weng & McElroy, 2012). So, the following hypothesis would propose:

H6: Organizational commitment mediates the relationship between career growth and turnover intention.

Previous studies have linked perceived organizational support with higher levels of organizational commitment (Chiang et al., 2011; Urbonas et al., 2015) and lower levels of turnover intention (Bhaskar & Mishra, 2019; Madden et al., 2015). (Albalawi et al., 2019) also suggested that perceived organizational support can enhance organizational commitment,

subsequently reducing turnover intention. (Urbonas et al., 2015) research indicated that organizational commitment fully mediated the relationship between perceived organizational support and turnover intention. In contrast, (Suárez-Albanchez et al., 2022) found that organizational commitment significantly mediated the relationship between perceived organizational support and turnover intention, albeit partially. So, the following hypothesis would propose:

H7: Organizational commitment mediates the relationship between perceived organizational support and turnover intention.

Figure 1 Research Model

METHODS

Research Design

This research used a quantitative approach to test existing theories (Neuman, 2013). In this research, primary data were obtained directly from respondents through the survey method using questionnaires in Google Form format distributed to predetermined samples. Secondary data were collected through a literature review including books, scientific journals, and articles related to variables in this research. A questionnaire was used as the data collection technique in this research. The questionnaire was distributed to millennial employees with a minimum of 2 years of work experience in a company. The questionnaire in Google Form format was distributed online via Whatsapp, Twitter, Instagram, and Linkedin between November 2023 and April 2024.

Population and Sample

Population is a generalization area consisting of objects or subjects with predetermined quantity and characteristics by the researcher as the focus of the research and to obtain relevant conclusions (Sugiyono, 2019). This study focused on millennial employees with at least 2 years of work experience, chosen for their job-hopping tendency. A non-probability sampling technique, specifically purposive sampling, was used, selecting samples based on predefined criteria (Sugiyono, 2019). The sample size was determined using (Hair et al., 2006) requiring at least 195 respondents (39 items x 5). Out of 416 responses, 316 complete responses were selected for analysis.

Measurement

The measurement of the career growth variable in this research was measured using four dimensions proposed by (Weng et al., 2010), namely goal progress, professional development, promotion speed, and remuneration, which were also utilized in the study by (Al Balushi et al., 2022) to measure this variable. There were 15 statement items to be measured using a seven-point Likert scale. The perceived organizational support variable was assessed using a measurement tool developed by (Eisenberger et al., 1997). This measurement tool had been validated in previous studies (Suárez-Albanchez et al., 2022). Question items were sourced from

(Yılmaz et al., 2022) study, resulting in 8 items. Two items were unfavorable items. Each statement item in this study was measured using a seven-point Likert scale. Three dimensions developed by (Meyer et al., 1993) namely affective commitment, continuance commitment, and normative commitment, were utilized to measure the organizational commitment variable. The questionnaire items used in this study were obtained from the research conducted by by (Al Balushi et al., 2022). Overall, there were 13 statement items. In the affective commitment and continuance commitment dimensions, each had 4 statement items, with 1 unfavorable item in the affective commitment dimension. Meanwhile, in the normative commitment dimension, there were 5 statement items, with 1 unfavorable item. Each statement item was measured using a seven-point Likert scale. The measurement instrument developed by (Mobley et al., 1978) which included 3 items, was utilized to measure the turnover intention variable. This instrument included the simplest question items compared to other measurement tools and was proven valid and reliable in previous studies (Skelton et al., 2019). The statement items used in this study were obtained from the research conducted by (Skelton et al., 2019). Each statement item in this study was measured using a seven-point Likert scale.

Data Analysis

Data analysis began with analyzing the survey data processed using SPSS 29, followed by descriptive analysis to describe the characteristics of the data or numerical data (Neuman, 2013). Then, the collected data were processed using Lisrel 8.8 software with the Structural Equation Modeling (SEM) method. The SEM method was used to obtain equations that explored the relationships between constructs in the research. The relationships between the variables were tested and analyzed simultaneously using structural model analysis (Hair Jr et al., 2019). Before testing the structural model, validity tests, reliability tests, and goodness of fit tests for each variable must be conducted. The technique used to determine if the observed variables correctly represent the latent variables is called Confirmatory Factor Analysis (Wijanto, 2008). The fit of a model with the observed data is indicated by the evaluation results of the Goodness of Fit (GOF) values (Wijanto, 2008).

RESULTS

Respondents Profile

After following data screening and cleaning procedures which involved removing inconsistent responses, demographic analysis was conducted on data from 316 respondents. Among these, 60.13% were male, and 39.87% were female. The age distribution indicated that 6.01% were aged under 27 years, 52.22% were aged 27-30 years, 25.00% were 31-34 years old, 9.49% were 35-38 years old, 6.33% were 39-42 years old, and 0.95% were over 42 years old. In terms of education, 5.38% held a high school diploma or equivalent, 0.32% had a Diploma I/II, 8.23% had a Diploma III, 75.32% had a Bachelor's degree, 10.13% had a Master's degree, and 0.63% had a Doctorate. Regarding employment positions, 17.72% were Managers, 30.70% were Supervisors, and 51.58% were Staff. Industries represented varied, with banking accounted for 14.24% of the respondents, followed by building & construction at 9.81%, and consultancy at 9.49%. Education represented 4.43% of the respondents, while F&B services and government offices each comprised 3.80% and 5.06%, respectively. Healthcare and social services were represented by 5.38% of the respondents, while logistics accounted for 10.44%. Manufacture represented 2.22% of respondents, while media and advertising, as well as mining, both represented 5.06%. Oil and gas constituted 1.90% of respondents, and retail represented 9.18%. Other industries represented 13.92% of the respondents.

CFA and Reliabilities

Confirmatory Factor Analysis (CFA) was used to assess the model's validity, determining if observed variables accurately represent latent variables. CFA tests the validity, reliability, and model fit by examining the Standard Loading Factor (SLF) for each item. An SLF value of ≥0.50 indicates a valid indicator, while a Construct Reliability (CR) value of ≥0.70 and Variance Extracted (VE) of ≥0.50 indicate good consistency. As shown in Table 2, all items for the independent variables (career growth and perceived organizational support), mediating variable (organizational commitment), and dependent variable (turnover intention) achieved SLF values above 0.50. Additionally, all variables had CR values ≥0.7 and VE values ≥0.5.

Table 1 CFA Results

Dimensi	Indicator	SLF	Error	CR	AVE	Result
Career Growth						
First Order						
Goal Progress	CG1	0.88	0.22			Valid
	CG2	0.92	0.15			Valid
	CG3	0.89	0.20			Valid
	CG4	0.92	0.16			Valid
				0.947	0.817	Reliable
Professional Development	CG5	0.90	0.18			Valid
	CG6	0.92	0.15			Valid
	CG7	0.87	0.24			Valid
	CG8	0.88	0.23			Valid
				0.941	0.799	Reliable
Promotion Speed	CG9	0.88	0.22			Valid
	CG10	0.90	0.19			Valid
	CG11	0.90	0.18			Valid
	CG12	0.89	0.20			Valid
				0.942	0.801	Reliable
Remuneration	CG13	0.90	0.20			Valid
	CG14	0.91	0.18			Valid
	CG15	0.90	0.19			Valid
				0.928	0.811	Reliable
Second Order						
Career Growth	Goal Progress	0.84	0.23			Valid
	Professional Development	0.80	0.29			Valid
	Promotion Speed	0.92	0.08			Valid
	Remuneration	0.81	0.26			Valid
				0.930	0.768	Reliable
Perceived Organizational Support						
	POS1	0.84	0.29			Valid
	POS2	0.84	0.30			Valid
	POS3	0.82	0.33			Valid
	POS4	0.83	0.31			Valid
	POS5	0.87	0.24			Valid
	POS6	0.87	0.25			Valid
	POS7	0.85	0.27			Valid
	POS8	0.80	0.36			Valid
				0.951	0.706	Reliable
Organizational Commitment						
First Order						
Affective Commitment	OC1	0.84	0.30			Valid
	OC2	0.82	0.33			Valid
	OC3	0.86	0.27			Valid

	OC4	0.85	0.29			Valid
				0.905	0.705	Reliable
Continuance Commitment	OC5	0.85	0.28			Valid
	OC6	0.87	0.25			Valid
	OC7	0.85	0.27			Valid
	OC8	0.83	0.32			Valid
				0.912	0.721	Reliable
Normative Commitment	OC9	0.85	0.28			Valid
	OC10	0.85	0.28			Valid
	OC11	0.85	0.29			Valid
	OC12	0.85	0.29			Valid
	OC13	0.83	0.31			Valid
				0.925	0.712	Reliable
Second Order						
Organizational Commitment	Affective Commitment	0.94	0.12			Valid
	Continuance Commitment	0.91	0.17			Valid
	Normative Commitment	0.91	0.18			Valid
				0.942	0.844	Reliable
Turnover Intention						
TI1		0.84	0.29			Valid
TI2		0.85	0.28			Valid
TI3		0.82	0.32			Valid
				0.876	0.702	Reliable

In determining the GOF of a model, (Hair Jr et al., 2019) stated that three or four GOF indicators are sufficient to describe the model. This study's model is categorized as having a good fit based on nine GOF indicators. The absolute fit measures show RMR (0.030) and RMSEA (0.079) values indicate a good fit. The ECVI value (7.073) is closer to the saturated model's ECVI (4.952) than the independence model's ECVI (334.937), demonstrating a good fit. For incremental fit measures, NFI (0.981), NNFI (0.987), RFI (0.980), IFI (0.988), and CFI (0.988) all indicate a good fit. Parsimonious fit measures show a normed chi-square value (2.972) under 5, indicating a good fit. The AIC value (2227.928) is closer to the saturated model's AIC (1560.000) than the independence model's AIC (105505.188), and the CAIC value (2670.212) is closer to the saturated model's CAIC (5269.479) than the independence model's CAIC (105690.661), both indicating a good fit.

Hypothesis Testing

After establishing the goodness of fit for the structural model, the research proceeds to test the hypotheses. The hypothesis testing is conducted to determine whether the research hypotheses are accepted or rejected by examining the significance of the t-values between constructs. In this study, if the t-value in the structural equation model is ≥ 1.96, then the structural equation coefficient is significant, indicating that the research hypothesis is accepted (Wijanto, 2008; Wijayanti et al., 2020). The analysis of causal relationships indicates that all hypotheses are supported (see Table 3). Based on the analysis results, it is known that the T-value (5.29) > 1.96, meaning H1 is accepted, indicating that Career Growth significantly positively influences Organizational Commitment. The T-value (8.15) > 1.96, therefore H2 is accepted, meaning that Perceived Organizational Support significantly positively affects Organizational Commitment. The T-value (-3.05) < -1.96, hence H3 is accepted, signifying that Career Growth significantly negatively influences Turnover Intention. The T-value (-2.76) < -1.96, thus H4 is accepted, indicating that Perceived Organizational Support significantly negatively impacts Turnover Intention. The T-value (-4.27) < -1.96, therefore H5 is accepted, meaning that Organizational Commitment significantly negatively influences Turnover Intention.

Table 2 Summary Of Causal Relationship Analysis

	Path	T-value	Std. Coeff	Std. Error	Result
H1	*Career Growth → Organizational Commitment*	5.29	0.36	0.06	Accepted
H2	*Perceived Organizational Support → Organizational Comitment*	8.15	0.60	0.07	Accepted
H3	*Career Growth → Turnover Intention*	-3.05	-0.25	0.08	Accepted
H4	*Perceived Organizational Support → Turnover Intention*	-2.76	-0.29	0.11	Accepted
H5	*Organizational Commitment → Turnover Intention*	-4.27	-0.44	0.11	Accepted

This study has one mediating variable, organizational commitment, which is positioned between the variables of career growth and turnover intention, as well as between perceived organizational support and turnover intention. The mediation effect can be determined by looking at the total effect, which is the sum of the coefficients of the indirect effect and the direct effect. (Hair Jr et al., 2019) state that if the total effect is greater than the direct effect, then the mediating variable is considered to mediate the relationship between the two constructs. The results of the total effect calculation are shown in Table 4.24, with the total effect value being greater than the direct effect value. Based on the analysis results shown in Table 4, it is found that the total effect value on the relationship between career growth and turnover intention is -0.41, which is greater than the direct effect value of -0.25. This implies that organizational commitment has a mediating effect on the relationship between career growth and turnover intention. Moreover, the direct effect on the two constructs has a greater value, -0.25, compared to the indirect effect of -0.15, hence organizational commitment can be concluded to have a partial mediating effect on the relationship between career growth and turnover intention. Furthermore, the total effect value on the relationship between perceived organizational support and turnover intention is -0.55. When compared to the direct effect value of -0.29, the total effect value is greater. This indicates that organizational commitment has a mediating effect on the relationship between perceived organizational support and turnover intention. Additionally, the direct effect on the two constructs has a greater value, -0.29, compared to the indirect effect of -0.26, thus organizational commitment can be concluded to have a partial mediating effect on the relationship between perceived organizational support and turnover intention.

Table 3 Total Effect Analysis

	Mediation	Indirect		Direct
1	Organizational Commitment mediates the relationship between Career Growth and Turnover Intention.	CG → OC	OC → TI	CG → TI
	T-values	5.29	-4.27	-3.05
	β	0.36	-0.44	-0.25
	Total effect	-0.41	((0.36*-0.44)+(-0.25))	
2	Organizational Commitment mediates the relationship between Perceived Organizational Support and Turnover Intention.	POS → OC	OC → TI	POS → TI
	T-values	8.15	-4.27	-2.76
	β	0.60	-0.44	-0.29
	Total effect	-0.55	((0.60*-0.44)+(-0.29))	

Then, to examine the significance of the mediating variable, organizational commitment, a Sobel Test can be conducted, as shown in Table 5. The Z-value results are greater than -1.96, indicating that organizational commitment has a significant influence. It can be seen that the Z-value for the relationship between career growth and turnover intention is -3.328 ≥ -1.96, thus it can be concluded that organizational commitment significantly affects both variables with a

partial mediation effect. Similarly, for the relationship between perceived organizational support and turnover intention, the Z-value is -3.625 ≥ -1.96, indicating that organizational commitment significantly affects both variables with a partial mediation effect.

Table 4 Sobel Test Analysis

Mediation Effect	Result						Conclusion
	a x b	a²	b²	SEa²	SEb²	Z	
Career Growth → Organizational Commitment → Turnover Intention	-0.158	0.130	0.194	0.004	0.012	-3.328	OC partially mediates the relationship between CG and TI
Perceived Organizational Support → Organizational Commitment → Turnover Intention	-0.264	0.360	0.194	0.005	0.012	-3.625	OC partially mediates the relationship between POS and TI

DISCUSSION

This study explores the relationship between career growth, perceived organizational support, and turnover intention, and the mediating role of organizational commitment among millennial employees in Indonesia. The analysis shows that career growth and perceived organizational support positively influence organizational commitment (hypotheses 1 and 2) and negatively influence turnover intention (hypotheses 3 and 4). Additionally, organizational commitment partially mediates the relationship between career growth and turnover intention (hypothesis 6) and between perceived organizational support and turnover intention (hypothesis 7). These findings confirm the importance of career growth and perceived organizational support in reducing turnover intention among millennial employees in Indonesia. All these results in line with past findings, that all aspects of career growth—goal progress, professional development, promotion speed, and remuneration—are positively affects the organizational commitment (Al Balushi et al., 2022; Weng et al., 2010; Weng & McElroy, 2012). Similarly, based on findings from previous studies, a direct, positive, and significant effect of perceived organizational support on organizational commitment has been discovered (Albalawi et al., 2019; Alshaabani et al., 2021; To & Huang, 2022; Yılmaz et al., 2022). In other words, the better the career growth and support provided by the company to employees, the stronger the organizational commitment of the employees. Furthermore, the identification of a negative relationship between organizational commitment and turnover intention, which aligns with findings from several previous studies (Albalawi et al., 2019; Carayon et al., 2006; Griffeth et al., 2000; Meyer & Allen, 1991; Phillips & Connell, 2003; Suárez-Albanchez et al., 2022; Thatcher et al., 2002), indicates that high levels of employee commitment reduce employees' turnover intention. If individuals can satisfy their career growth needs within an organization, they are more likely to remain, whereas the failure to meet these expectations may drive them to seek opportunities elsewhere ((Al Balushi et al., 2022; Weng & McElroy, 2012). Additionally, it can be observed that perceived organizational support negatively affects employees' turnover intention, aligning with previous research findings (Albalawi et al., 2019; Bhaskar & Mishra, 2019; Suárez-Albanchez et al., 2022). This indicates that as individuals receive greater organizational support, their inclination to leave the organization decreases (Suárez-Albanchez et al., 2022). Additionally, the inclusion of a partially mediating effect indicates that employees who feel satisfied with their company's career growth and organizational support are likely to be more committed to the company and, consequently, have lower levels of turnover intention. This underscores the importance for companies to

improve these aspects within their organizations, especially to address phenomena observed among the millennial generation.

Managerial Implications

This research highlights that career growth, organizational support, and organizational commitment significantly impact employees' likelihood to leave their jobs. Organizations must strengthen these factors to retain talent effectively. Providing clear career paths, enhancing support mechanisms, and fostering emotional bonds can reduce turnover and improve organizational stability and performance. To enhance support for millennial employees and reduce their desire to leave, organizations can conduct workshops for managers on communication and leadership skills, improve feedback systems to encourage open communication, and regularly conduct surveys to address employee needs proactively. Additionally, providing good career growth opportunities involves offering clear information on promotion criteria and career paths, implementing structured career development programs, and ensuring fair and objective promotion systems. Strengthening emotional bonds and meeting both emotional and professional needs are crucial for maintaining millennial employees' commitment. Human resource management should focus on these aspects to reduce turnover intention and increase organizational stability. Overall, organizations need to provide clear career development opportunities and build strong relationships with employees to enhance commitment and reduce turnover.

CONCLUSION

This study explores the impact of career growth and perceived organizational support on turnover intention, with organizational commitment as a mediator, among millennials in Indonesia. The research involved 316 permanent millennial employees in Indonesia who completed a questionnaire. The findings reveal that career growth, perceived organizational support, and organizational commitment significantly influence turnover intention among millennial employees. Specifically, career growth has a significant negative impact on turnover intention, as opportunities provided by the organization in terms of career advancement support, promotions, and perceived compensation directly affect employees' desire to leave or switch jobs. Additionally, perceived organizational support significantly and negatively influences turnover intention; employees who feel supported and recognized by their organization are less likely to leave. Organizational commitment also significantly negatively impacts turnover intention; the higher the organizational commitment among employees, the lower their intention to leave their jobs. The study also shows that both career growth and perceived organizational support positively and significantly influence organizational commitment. Opportunities for career advancement and organizational support strengthen employees' commitment to the organization. Furthermore, it is found that organizational commitment partially mediates the relationship between career growth and turnover intention, as well as perceived organizational support and turnover intention. In other words, organizational commitment plays a crucial role in both relationships, as high levels of organizational commitment can partially reduce employees' turnover intention through its influence on the relationship between career growth or perceived organizational support and the desire to switch jobs.

LIMITATION

In today's dynamic business landscape, high turnover rates, especially among millennials, pose a common challenge for organizations worldwide. In-depth empirical research is still necessary to gain a comprehensive understanding. However, the study acknowledges

limitations in its methodology, such as being limited to millennial employees and employing purposive sampling focused on Indonesian millennials with at least 2 years of work experience. This may limit the broader applicability of the findings and overlook other potential influences on turnover intention, beyond examining career growth, perceived organizational support, and organizational commitment. Thus, further research could broaden its scope by studying other generations and sectors, utilizing diverse data collection methods, and conducting longitudinal studies to observe evolving trends and anticipate future changes in turnover intention.

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