

International Journal of Economics and Financial Issues

ISSN: 2146-4138

available at https://ijefijournal.com

International Journal of Economics and Financial Issues, 2026

Perceived Organizational Support and Career Development as Predictors of Turnover Intention through Employee Experience among Generation Y Employees

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Received: July 2026 **Accepted: July 2026**

ABSTRACT

This study aims to analyze the effect of Perceived Organizational Support (POS) and Career Development on Turnover Intention among Generation Y employees at an Indonesian state-owned construction enterprise, with Employee Experience serving as a mediating variable. The high rate of job mobility among young professionals in the construction sector highlights the necessity of managing organizational support and employee experience. A quantitative approach utilizing Partial Least Squares Structural Equation Modeling (PLS-SEM) processed via SmartPLS 4.0 was employed. The sample comprised 100 Generation Y employees selected through purposive sampling. The empirical results indicate that all direct hypotheses are statistically significant ($p<0.05$). Specifically, Perceived Organizational Support and Career Development exert a positive and significant impact on Employee Experience, while negatively and significantly influencing Turnover Intention. Furthermore, Employee Experience significantly reduces Turnover Intention. Mediation analysis confirms that Employee Experience acts as a partial mediator in the relationships between both Perceived Organizational Support and Career Development toward Turnover Intention. The coefficient of determination (R^2) reveals that the combined predictors account for 73.2% ($R^2=0.732$) of the variance in Turnover Intention, indicating a strong predictive capability. These findings underscore the imperative for state-owned enterprise (SOE) management to design a holistic employee experience and structured career pathways to retain Generation Y talent.

Keywords: Employee retention; millennial workforce; state-owned enterprise; construction industry; PLS-SEM

1. INTRODUCTION

Employee retention has become a strategic concern in construction organizations because project delivery depends on technical competence, cross-functional coordination, and knowledge accumulated across assignments. When experienced employees leave, organizations incur replacement costs and may lose project-specific knowledge, professional networks, and operational continuity. This challenge is particularly relevant to Generation Y employees, whose expectations commonly emphasize meaningful work, organizational support, development opportunities, and credible career prospects.

The employee retention challenge is evident within the organization. Internal records documented 234 voluntary resignations involving Generation Y employees from 2022 through May 2026. Among these cases, 50.4% occurred during the first year and 73.1% during the initial two years of employment. Average tenure before resignation was 18.9 months, while median tenure was 12 months. These figures indicate that employee loss is concentrated during the early employment period, when organizational learning and professional capability are still being developed.

Actual turnover confirms that employee loss has already occurred, but it is retrospective and offers limited opportunity for prevention. Turnover intention is therefore examined as a prospective psychological risk among employees who remain active. It reflects thoughts of quitting, attention to alternative employment, and plans to leave, thereby providing an early signal that can still be addressed through organizational intervention (Mobley, 1977; Hom et al., 2017; Bothma and Roodt, 2013).

Perceived organizational support and career development represent two complementary organizational investments. Perceived organizational support captures the belief that the organization values employee contributions and cares about employee well-being (Eisenberger et al., 1986; Eisenberger et al., 2020).

Career development represents organizational practices that clarify career direction, strengthen professional capability, provide guidance, and create advancement opportunities. Both may influence turnover intention directly, but their effectiveness also depends on how these practices are experienced in daily work.

Previous studies generally associate perceived organizational support with lower withdrawal and turnover intention (Kurtessis et al., 2017; Suárez-Albanchez et al., 2022). However, findings concerning career development and employee experience are less consistent. Some studies identify significant direct effects, while others find that career development operates through commitment, satisfaction, or engagement and that employee experience does not always directly predict turnover intention (Weng and McElroy, 2012; Wu and Liu, 2022; Dwidienawati et al., 2024). Direct evidence on employee experience as a mediator also remains limited.

This study addresses these gaps by integrating perceived organizational support and career development within one retention model and positioning employee experience as a holistic mediating mechanism. The model is tested among Generation Y employees in an Indonesian state-owned construction company, a context characterized by project-based assignments, operational pressure, geographic mobility, and dynamic career expectations. The study examines five direct relationships and two indirect relationships through employee experience.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1. Social Exchange Theory

Social Exchange Theory explains employment relationships as reciprocal exchanges of valued resources. When an organization provides favorable treatment, employees are more likely to reciprocate through stronger attachment, constructive behavior, and continued membership. Conversely, an imbalanced exchange can produce psychological withdrawal and increase the intention to leave (Blau, 1964; Cropanzano et al., 2023).

Organizational Support Theory provides the specific mechanism for perceived organizational support. Employees integrate organizational policies, managerial actions, rewards, and working conditions into a general belief regarding whether the organization values their contribution and cares about their well-being (Rhoades and Eisenberger, 2002; Baran et al., 2022). The Ability-Motivation-Opportunity framework complements this logic by explaining how career development strengthens ability through learning, motivation through future prospects, and opportunity through mobility and advancement (Boxall, 2020).

Employee experience connects these organizational investments with withdrawal cognition. It represents employees' subjective and holistic evaluation of interactions with work, relationships, organizational systems, professional growth, recognition, remuneration, and well-being (Plaskoff, 2017; Yadav and Vihari, 2023; Yang and Zhang, 2025).Organizational support and career development may therefore reduce turnover intention not only through direct exchange but also by improving the experience through which employees interpret organizational treatment.

2.2. Perceived Organizational Support, Employee Experience, and Turnover Intention

Employees who feel valued and supported have stronger reasons to maintain organizational membership. Perceived organizational support fulfills socioemotional needs, increases confidence that assistance will be available, and generates a felt obligation to reciprocate favorable treatment. Meta-analytic and empirical evidence generally associates perceived organizational support with lower withdrawal and turnover intention (Kurtessis et al., 2017; Akgündüz and Sanli, 2017; Suárez-Albanchez et al., 2022).

Support also shapes the quality of daily experience. Appreciation, managerial concern, fair treatment, and assistance become meaningful when employees encounter them consistently across organizational interactions. Li and Yang (2025) provide direct evidence that perceived organizational support can improve the experience of new-generation employees. Based on these arguments, the following hypotheses are proposed:

H1: Perceived organizational support has a negative effect on turnover intention.

H4: Perceived organizational support has a positive effect on employee experience.

2.3. Career Development, Employee Experience, and Turnover Intention

Career development provides employees with clearer direction, learning opportunities, supervisory guidance, and prospects for advancement. When employees believe that professional growth is attainable within the organization, external opportunities become less attractive. Organizational career growth has been associated with lower turnover intention, although several studies show that the effect may operate through commitment, satisfaction, or engagement (Weng and McElroy, 2012; Wu and Liu, 2022). Research in the construction industry further indicates that career-goal progress and professional ability development can be more important than promotion speed or remuneration growth.

Career development can also enrich employee experience by making work more developmental and future-oriented. Formal programs become effective only when employees experience them as relevant, accessible, fair, and supportive. This distinction is important: career development refers to practices and opportunities provided by the organization, whereas professional-growth experience reflects how employees actually perceive and evaluate those practices.

H2: Career development has a negative effect on turnover intention.

H5: Career development has a positive effect on employee experience.

2.4. Employee Experience and Turnover Intention

Positive employee experience provides emotional, social, and professional reasons to remain. Meaningful work, supportive relationships, effective systems, growth, recognition, and well-

being support can reduce withdrawal cognition. Nevertheless, prior evidence is mixed. Yang and Zhang (2025) support a negative relationship, whereas Dwidienawati et al. (2024) report no significant direct effect. Other studies indicate that only particular experience dimensions may be influential. These inconsistencies justify testing the relationship in a state-owned construction context.

H3: Employee experience has a negative effect on turnover intention.

2.5. The Mediating Role of Employee Experience

Organizational support and career development may not automatically reduce turnover intention merely because policies exist. Their retention value depends on whether employees experience appreciation, assistance, career clarity, learning, guidance, and advancement in their actual work environment. Employee experience therefore represents the psychological mechanism that translates organizational investments into decisions about continued membership.

H6: Employee experience mediates the effect of perceived organizational support on turnover intention.

H7: Employee experience mediates the effect of career development on turnover intention.

Social Exchange Theory explains that employment relationships are built through reciprocal exchanges between employees and organizations. When employees perceive that the organization values their contributions, supports their well-being, and provides meaningful career opportunities, they are more likely to respond with positive attitudes, stronger attachment, and a lower intention to leave (Blau, 1964; Cropanzano et al., 2023). In this study, Perceived Organizational Support represents organizational socioemotional support, while Career Development reflects the organization's investment in employees' professional growth.

Organizational Support Theory further explains that employees develop a general belief regarding how far the organization values their contributions and cares about their welfare (Eisenberger et al., 2020). Meanwhile, the Ability–Motivation–Opportunity framework suggests that Career Development strengthens employees' competencies, motivation, and opportunities for advancement (Boxall & Purcell, 2020). These organizational practices are interpreted through employees' daily interactions with their work, supervisors, colleagues, organizational systems, career opportunities, and rewards, which collectively form Employee Experience.

Previous studies generally indicate that Perceived Organizational Support and Career Development can reduce Turnover Intention. However, the findings are not entirely consistent. Some studies report a significant direct effect, whereas others show that the relationship occurs through Organizational Commitment, Job Satisfaction, or Employee Engagement. Similar inconsistencies are found in the relationship between Employee Experience and Turnover Intention. Yang and Zhang (2025) found a negative relationship, while Dwidienawati et al. (2024) reported no significant direct effect.

Therefore, the present study addresses this gap by positioning Employee Experience as a holistic mediating mechanism between Perceived Organizational Support, Career Development, and Turnover Intention.The study also extends previous research by testing the integrated model among Generation Y employees in a state-owned construction company, a context that remains relatively underexplored in the employee retention literature.

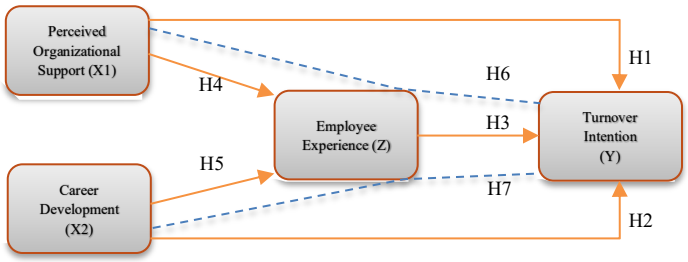


Figure 1. Conceptual Model

3. RESEARCH METHODOLOGY

3.1. Research Design

The study employed a quantitative, explanatory, cross-sectional survey design. This design was selected to test predictive relationships among latent constructs using numerical data collected at one point in time. Because the study involved no experimental manipulation, the estimated paths are interpreted as predictive statistical relationships rather than absolute causality. The setting was PT Adhi Karya (Persero) Tbk. The population consisted of 1,029 active Generation Y employees born between 1981 and 1996 and employed for at least 12 months. Purposive sampling was applied because respondents needed sufficient organizational exposure to evaluate support, career development, employee experience, and turnover intention. The minimum sample was calculated using G*Power 3.1 with a medium effect size of 0.15, a 5% significance level, 90% statistical power, and three predictors. The analysis required 99 respondents, and the final sample was set at 100.

Eligible respondents were active employees, belonged to Generation Y, had worked for the company for more than 12 months, and voluntarily agreed to participate. The questionnaire was distributed online across operational divisions, business units, projects, and head-office support functions.

3.2. Measurement and Data Collection

The model contained four first-order reflective constructs measured by 40 items. Perceived organizational support was measured with 16 items synthesized from the Survey of Perceived Organisational Support literature. Career development used eight items covering career direction, professional learning, supervisor or mentor support, and advancement opportunities. Employee experience used ten items covering work and environment, interpersonal and cultural experience, organizational systems, professional growth and recognition, and rewards and well-being. Turnover intention was measured with six items reflecting thoughts of quitting, attention to alternative employment, and plans to leave.

All items were rated on a five-point Likert scale from 1 (strongly disagree) to 5 (strongly agree). Indicators were developed through a systematic synthesis of relevant sources, semantic comparison of overlapping concepts, contextual adaptation, expert review, and empirical validity and reliability assessment. Participation was voluntary, respondents were

informed of the academic purpose of the survey, and responses were treated confidentially and analyzed in aggregate.

Table 1. Measurement Constructs and Main Sources

Construct	Items	Main source(s)
Perceived organizational support	16	Eisenberger et al. (1986); Rhoades and Eisenberger (2002); Worley et al. (2009)
Career development	8	Weng and McElroy (2012); Wu and Liu (2022); Safian et al. (2021)
Employee experience	10	Plaskoff (2017); Yadav and Vihari (2023); Yang and Zhang (2025)
Turnover intention	6	Mobley (1977); Bothma and Roodt (2013); Hom et al. (2017)
Total	40	—

Note: The questionnaire was administered in Indonesian using a five-point Likert scale.

3.3. Data Analysis

Partial least squares structural equation modeling was performed using SmartPLS 4. Data screening preceded model assessment. The measurement model was evaluated through outer loadings, Cronbach's alpha, composite reliability, average variance extracted, cross-loadings, the Fornell-Larcker criterion, and the heterotrait-monotrait ratio. The structural model was evaluated through inner variance inflation factors, coefficients of determination, effect sizes, and bootstrapped path coefficients. Hypotheses were considered supported when t exceeded 1.96 and p was below 0.05. Mediation was assessed from specific indirect effects and the significance of the corresponding direct effects.

4. RESULTS AND DISCUSSION

4.1. Result

All 100 eligible responses were included. Men represented 58% of the sample and women 42%. Respondents aged 30-37 years formed the largest age group (57%). The largest tenure category was 3-5 years (37%), followed by 5-10 years (32%). Operational construction and infrastructure divisions accounted for 47% of respondents, while 28% worked in engineering, procurement and construction, property, or manufacturing units and 25% in head-office or corporate-support functions.

Table 2. Respondent Characteristics

Characteristic	Category	n	%
Gender	Male	58	58.0
Gender	Female	42	42.0
Age	30-37 years	57	57.0
Age	38-45 years	43	43.0
Tenure	1-3 years	20	20.0
Tenure	3-5 years	37	37.0
Tenure	5-10 years	32	32.0
Tenure	>10 years	11	11.0
Work unit	Construction/infrastructure	47	47.0
Work unit	EPC/property/manufacturing	28	28.0
Work unit	Head office/corporate support	25	25.0

Source: Primary survey data (2026).

4.2. Measurement Model

All 40 indicators exceeded the 0.70 loading criterion, ranging from 0.746 to 0.883. Average variance extracted values ranged from 0.643 to 0.713, confirming convergent validity. Cronbach's alpha ranged from 0.890 to 0.969 and composite reliability from 0.916 to 0.972, demonstrating strong internal consistency. Cross-loadings and the Fornell-Larcker criterion supported construct distinctiveness. All heterotrait-monotrait ratios were below 0.90; the highest value was 0.888 between employee experience and turnover intention.

Table 3. Measurement Model Assessment

Construct	Loading range	Alpha	CR	AVE
Career development	0.821-0.883	0.942	0.952	0.713
Employee experience	0.746-0.843	0.938	0.947	0.643
Perceived organizational support	0.759-0.865	0.969	0.972	0.681
Turnover intention	0.758-0.845	0.890	0.916	0.646

Source: Authors' calculations from SmartPLS output (2026). CR = composite reliability; AVE = average variance extracted.

4.3. Structural Model and Hypothesis Testing

Inner variance inflation factors ranged from 1.114 to 3.726 and remained below 5.00, indicating that collinearity did not threaten the structural estimates. Perceived organizational support and career development explained 73.2% of employee experience. Perceived organizational support, career development, and employee experience jointly explained 73.2% of turnover intention. Both endogenous constructs therefore demonstrated strong explanatory power.

Table 4. Explanatory Power

Endogenous construct	R-squared	Adjusted R-squared	Assessment
Employee experience	0.732	0.726	Strong
Turnover intention	0.732	0.724	Strong

Source: Authors' calculations from SmartPLS output (2026).

Effect-size analysis showed that perceived organizational support ($f^2 = 0.976$) and career development ($f^2 = 0.881$) had large effects on employee experience. Career development had a medium

direct effect on turnover intention ($f^2 = 0.217$), while employee experience ($f^2 = 0.146$) and perceived organizational support ($f^2 = 0.126$) had smaller direct effects.

Table A1. Complete Measurement Items and Main Sources

Hypothesis	Relationship	Beta	t-statistic	p-value	Decision
H1	Perceived organizational support → Turnover intention	-0.273	3.526	<0.001	Supported
H2	Career development → Turnover intention	-0.349	5.123	<0.001	Supported
H3	Employee experience → Turnover intention	-0.382	4.034	<0.001	Supported
H4	Perceived organizational support → Employee experience	0.540	9.669	<0.001	Supported
H5	Career development → Employee experience	0.513	10.478	<0.001	Supported

Source: Authors' calculations from SmartPLS bootstrapping output (2026)

Table 6. Specific Indirect Effects

Hypothesis	Indirect Relationship	Beta	t-statistic	p-value	Mediation
H6	Perceived organizational support → Employee experience → Turnover intention	-0.206	3.785	<0.001	Partial mediation
H7	Career development → Employee experience → Turnover intention	-0.196	3.646	<0.001	Partial mediation

Source: Authors' calculations from SmartPLS bootstrapping output (2026).

4.4. Discussion

Perceived organizational support negatively affected turnover intention, supporting H1. Employees who believed that the company appreciated their contribution, cared about their well-being, responded to concerns, and provided assistance reported a lower tendency to leave. This finding is consistent with Organizational Support Theory and previous evidence that supportive treatment reduces withdrawal by fulfilling socioemotional needs and generating reciprocity (Kurtessis et al., 2017; Suárez-Albanchez et al., 2022). Although the direct effect size was small, support also produced a strong effect on employee experience, indicating that its retention value is substantially transmitted through daily organizational encounters.

Career development negatively affected turnover intention, supporting H2. Its direct coefficient was stronger than the direct perceived-organizational-support coefficient, and its effect size was medium. This suggests that Generation Y employees place substantial value on career direction, learning, guidance, and credible advancement opportunities. The result supports organizational career-growth research while clarifying inconsistent findings in studies where career development influenced turnover intention only through commitment or satisfaction (Weng and McElroy, 2012; Wu and Liu, 2022).

Employee experience had the strongest negative direct coefficient on turnover intention, supporting H3. Employees evaluate whether their work, relationships, systems, development, recognition, rewards, and well-being create a coherent and positive employment journey. When this accumulated evaluation is favorable, withdrawal cognition becomes less likely. The result supports Yang and Zhang (2025) and differs from studies that found no significant direct effect, suggesting that context and the breadth of employee-experience measurement may shape the relationship.

Perceived organizational support positively affected employee experience, supporting H4. Support is not experienced as an abstract policy; it is encountered through appreciation, responsive leadership, working conditions, fairness, and help during operational difficulties. The large effect size shows that organizational support is a primary foundation of the employee journey. This finding is consistent with Li and Yang (2025), who show that support improves the experience of new-generation employees.

Career development positively affected employee experience, supporting H5. Clear career direction, developmental learning, mentoring, and advancement opportunities make employment more meaningful and future-oriented. The large effect size indicates that development practices are not peripheral benefits but central components of how Generation Y employees evaluate their relationship with the organization. The distinction between formal career practices and experienced professional growth also explains why the two constructs remained empirically distinct.

Employee experience partially mediated both antecedent relationships, supporting H6 and H7. Partial mediation means that organizational support and career development reduce turnover intention directly and also indirectly by improving the employee journey.

This finding opens the psychological 'black box' between human resource practices and withdrawal intention: formal practices matter, but their full retention value depends on whether employees perceive them as consistent, accessible, fair, and meaningful in daily work.

Together, the findings extend Social Exchange Theory by showing that reciprocal exchange is evaluated through accumulated experience rather than through isolated organizational actions. The model also contributes to retention research by integrating socioemotional support and professional investment in a single framework. For project-based construction organizations, this integration is important because employees experience both operational pressure and uncertainty concerning future assignments and career progression.

5. CONCLUSION AND RECOMMENDATIONS

5.1. Conclusion

This study demonstrates that perceived organizational support and career development are complementary drivers of employee retention among Generation Y employees at PT Adhi Karya (Persero) Tbk. Both variables improved employee experience and reduced turnover intention, while employee experience independently reduced turnover intention and partially mediated both relationships. The model explained 73.2% of employee experience and 73.2% of turnover intention, indicating that organizational support, career development, and the employee journey provide a strong explanation of withdrawal intention in the studied context.

Theoretically, the findings connect Social Exchange Theory, Organizational Support Theory, and the Ability-Motivation-Opportunity framework through employee experience as a holistic evaluation mechanism. The results show that support and career investment produce retention outcomes most effectively when employees experience them positively through actual work interactions.

5.2. Managerial Recommendations

Management should strengthen perceived organizational support through timely recognition, transparent appreciation, open communication, responsive assistance, flexible working arrangements, and visible concern for employee well-being. Support should be consistent across head-office and project locations so that organizational policy is experienced similarly by employees in different assignments.

Career development should be managed through clear and measurable career pathways, transparent promotion criteria, mentoring, technical and managerial certification, and opportunities to participate in strategic projects. These practices are especially important because career development exerted a medium direct effect on turnover intention and a large effect on employee experience.

Employee experience should be monitored through periodic pulse surveys and analysis of critical moments across onboarding, project assignment, daily collaboration, development, performance evaluation, rewards, and mobility. Improvement initiatives should integrate cultural, physical, digital, professional-growth, recognition, and well-being considerations rather than treating them as separate programs.

5.3. Limitations and Future Research

The study was limited to 100 Generation Y employees in one state-owned construction company and used cross-sectional self-reported data. The design therefore supports predictive explanation but not definitive temporal causality, and generalization to other generations, companies, or industries should be made cautiously. The model also left 26.8% of turnover-intention variance unexplained. Future research should use longitudinal or mixed-method designs, compare Generation Y and Generation Z, and examine public, private, and start-up organizations. Additional predictors may include transformational leadership, work-life balance, compensation and benefits, organizational culture, job stress, and external career opportunities. Multi-group analysis across head-office and project employees may also reveal whether organizational support and career development operate differently across work settings.

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