

The effect of training, communication on turnover intention mediated by job satisfaction in gen Z employees in Pontianak City

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Abstract

This study examines the effect of job training, communication on turnover intention mediated by job satisfaction in the Gen Z workforce in Pontianak City with 208 respondents. This research is quantitative in nature which uses snow ball technique in data collection. The data obtained is processed using WarpPLS 8.0. The results of this study indicate that job training, communication has a significant positive effect on turnover intention, job satisfaction has a significant negative effect on turnover intention, job training, communication has a significant positive effect on job satisfaction, and job satisfaction can significantly mediate the effect of job training, communication on turnover intention.

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1. Introduction

In the era of globalization, the young generation, especially gen z in Pontianak City, has become an important part of the workforce in Pontianak City, which has unique characteristics. They tend to prioritize work-life balance, and seek meaning and satisfaction in their work (Haar & Brougham, 2022; Lewis & Beauregard, 2018; Paudel et al., 2024). This makes them more selective in choosing a workplace and affects their decision to stay or leave their job, known as turnover intention.

Muhammad, Saeed, et al (2020) states that companies need to take more into account the point of view of representatives who are preparing to reduce the turnover rate of workers. Interesting communication will have an impact on the fulfillment of representative work, because if there is good communication between workers and superiors, it will increase morale (Ahmad Soleh et al., 2020; Men et al., 2023). Communication in an organization greatly impacts the desire to withdraw workers from the company if poor communication is not resolved immediately (Nasution, 2017). Job satisfaction is the result of employee recognition of how well their job provides things that are considered vital (Frempong et al., 2018; Jamal Ali & Anwar, 2021). People tend to be more satisfied if their performance is appreciated and recognized by their company. In addition to expanding inspiration, appreciation will also make workers feel that their implementation is needed. Conversely, if the company requires attention, it will cause the representative to be less fulfilled and choose to leave the company.

Given the importance of this study, the impact of job training and communication on intentional turnover with job satisfaction as an intermediate variable. It is hoped that this search can provide more knowledge and knowledge in overcoming challenges in the world of Gen Z employment in Pontianak City. Job training is a summation of exercises to obtain, develop and create work competence, efficiency, teaching, attitudes and work ethic at a certain level of ability and ability according to the level and ability of the position or job.

Saputra and Andika Eka (2021) emphasizes that preparation is one of the exercises that must be carried out by the company to provide direction to the ins and outs of the field of work that will be carried out next and will ultimately increase representative efficiency. Emphasizes that preparation is a movement of learning abilities and information in a particular field, which is deliberately given through a more regular and organized strategy to achieve successful and productive work (BARLOW, 2014; Gilbertson et al., 2022). Rochmawati et al (2019) states that preparation is carried out to provide a number of information, talents, and attitudes needed by individuals or cadres driving an organization or to increase their capacity to carry out certain exercises.

Muhaimin (2022) states that, Effective training programs require a structured and comprehensive approach. Some important steps in designing an effective training program include: Needs analysis, preparation of goals, objectives, design of training materials, selection of appropriate learning methods, evaluation, feedback, flexibility, adjustment, continuity and maintenance.

In this study the dimensions and indicators in job training as described by (Andrew E, Sikula 2011) there are 4 indicators in job training, namely: (1) Reaction, (2) Learning, (3) Behavior and (4) Results. Communication is a way in which a person or several individuals, groups, organizations and communities create and utilize data to interact with the environment and other people.

Asir, Muhammad (2022) states that the essence of communication is the process of conveying messages between individuals within the framework of the substance of one's reflections, thoughts, considerations and desires to others by using dialog as an intermediary for conveying messages. Rialmi, Zackharia (2020) Stating that in carrying out work, workers cannot run away from communication with individual workers, superiors and subordinates. In other words, inner communication in a company is one of the fundamental variables that influence the implementation of workers in order to achieve company targets.

Adin, Zein (Adin & Izzati, 2023) states that there are several benefits that can be obtained if an organization or company can carry out successful communication. Increase job satisfaction, increase work efficiency and proficient progress. Roll, Ido (2018) states that in carrying out good communication there are several markers that need to be done, including: (1) Understanding, (2) Action, (3) Influence on attitudes, and (4) Improved relationships.

Turnover is a problem that often occurs by companies related to the number of individuals leaving the company within the planned time period. The high level of employee turnover in an organization can have an impact on the high registration, determination, and preparation costs that the company will pay.

Turnover is the unchanging approval of an organization, whether intentional or automatic (Bernard, 2021; Lee, 2020). High turnover rates can disrupt operations when experienced staff start working, causing enrollment and preparation costs to increase. Schaack, Diana (2020) states that intentional turnover is the result of a negative mental response to the state of the organization and certain working conditions that energize representatives to leave an organization. Mesha, M. D (2023) states that intentional turnover can be divided into 2, namely deliberately leaving cannot be avoided and cannot be coveted, where deliberately leaving cannot be anticipated, such as a representative who is sick or has resigned, while deliberately taking time off cannot be coveted because of the employee's distress in working. organization.

In this study, the dimensions and indicators in turnover intention as described by (Mobley, 2011; Mobley et al., 1978). Turnover intention can be measured from (1) Thinking about leaving (2) Searching for alternative jobs (3) Desire to leave. Job satisfaction is something that cannot be measured by the perception of a person's claim, but job fulfillment can be measured by the assumption of a person's claim that he is fulfilled or not with the work he does.

Sumartik (2019) states that job satisfaction is characterized as a positive recommendation that is formed after workers assess their work based on the appreciation of the rewards they get. Abdillah, Leon A (2021) states that job fulfillment has two main variables that influence it, namely (1) Representative variables consisting of insight, extraordinary abilities, age, sexual orientation, physical condition, teaching, work experience, benefit period, identity, feelings, how to consider. , instructions, work involvement, long-term benefits, recognition, and work attitudes. (2) The job component includes the type of job, organizational structure, rank (course), position, quality of supervision, financial security, vacancies, advancement, social intelligence, and working relationships.

In this study, measurements and markers of job fulfillment as described by Saifullah et al (2024) state that the markers of job fulfillment are: (1) Enjoy the job, (2) Love the job (3) Work morale (4) Discipline, and (5) Work achievement. This research is focused on understanding the discrepancies or shortcomings that exist between ideal conditions and the reality that occurs in the field related to factors that influence turnover intention among Gen Z workers in Pontianak City. This research should identify the gap between young workers' expectations of work-life balance, job training and effective communication and the conditions that exist in the company, as well as how these affect the level of job satisfaction and intention to leave the job. This GAP analysis can highlight the differences between the theories in the literature regarding the influence of training and communication on job satisfaction and turnover intention and the practices in organizations in Pontianak. Identifying these gaps is important for formulating solutions that can improve employee retention and reduce turnover rates in employment sectors involving the younger generation in the area.

2. Methods

The research strategy carried out is to estimate using a quantitative strategy with the aim of measuring the theory that has been decided with the Gen Z representative community in Pontianak which is used to ask for testing. The number of samples obtained was 208 people obtained by distributing questionnaires to gen z employees in pontianak. The sampling technique used is the snow ball technique, which is sampling at first a small number but the longer the number of respondents increases so that until the sample obtained feels sufficient to conduct research. Determination of the value of the questionnaire is based on a Likret scale, with a measuring method: (1) Strongly Disagree, (2) Disagree, (3) Neutral, (4) Agree, (5) Strongly Agree and the data obtained is processed using WarPLS 8.0. The PLS method is very good in this strategy because it is able to describe latent variables that are not measured directly but are measured using statements from each indicator of other latent variables.

Conceptual Framework

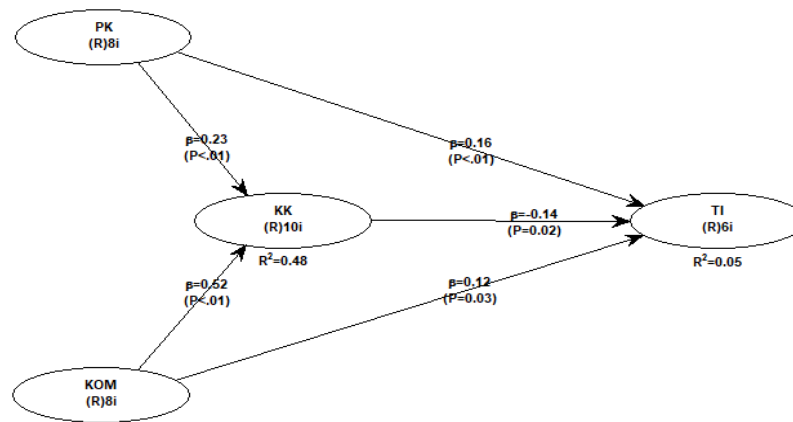


Fig 1. Conceptual Framework

Hypotheses : H1 : Job training has a positive and significant effect on turnover intention. H2 : Communication has a positive and significant effect on turnover intention. H3 : Job satisfaction negatively and significantly affects turnover intention. H4 : Job training has a positive and significant effect on job satisfaction. H5 : Communication has a positive and significant effect on job satisfaction. H6 : The relationship between job training and turnover intention is insignificantly mediated by job satisfaction. H7 : The relationship between communication and turnover intention is not significantly mediated by job satisfaction.

2. Results and discussion

A. Outer Model

1. Outer Model or Loading

Table 1. Outer Loading

	PK	KOM	KK	TI	Type (as defined)	SE	P Value
PK1	(0,782)	-0,023	0,076	0,060	Reflective	0,060	<0,001
PK2	(0,745)	0,056	-0,047	0,055	Reflective	0,060	<0,001
PK3	(0,858)	0,035	-0,082	0,000	Reflective	0,059	<0,001
PK4	(0,823)	-0,037	-0,024	0,000	Reflective	0,059	<0,001
PK5	(0,851)	0,089	-0,012	-0,032	Reflective	0,059	<0,001
PK6	(0,785)	0,029	0,071	-0,066	Reflective	0,060	<0,001
PK7	(0,843)	-0,106	0,050	-0,014	Reflective	0,059	<0,001
PK8	(0,835)	-0,038	-0,026	0,003	Reflective	0,059	<0,001
KOM1	0,094	(0,779)	-0,169	0,002	Reflective	0,060	<0,001
KOM2	0,021	(0,786)	-0,063	0,080	Reflective	0,060	<0,001
KOM3	-0,110	(0,740)	0,003	-0,073	Reflective	0,060	<0,001
KOM4	-0,004	(0,782)	0,005	0,081	Reflective	0,060	<0,001
KOM5	-0,089	(0,793)	0,016	-0,073	Reflective	0,060	<0,001
KOM6	0,018	(0,713)	0,141	0,014	Reflective	0,061	<0,001
KOM7	-0,021	(0,819)	0,010	-0,009	Reflective	0,059	<0,001
KOM8	0,085	(0,820)	0,066	-0,022	Reflective	0,059	<0,001
KK1	0,200	-0,094	(0,748)	0,014	Reflective	0,060	<0,001
KK2	-0,006	0,194	(0,761)	-0,025	Reflective	0,060	<0,001
KK3	-0,077	0,035	(0,762)	-0,034	Reflective	0,060	<0,001
KK4	-0,100	-0,048	(0,760)	0,096	Reflective	0,060	<0,001
KK5	0,016	0,131	(0,749)	-0,049	Reflective	0,060	<0,001
KK6	0,003	-0,177	(0,771)	0,022	Reflective	0,060	<0,001
KK7	-0,054	0,002	(0,766)	0,083	Reflective	0,060	<0,001

KK8	-0,062	-0,031	(0,763)	-0,073	Reflective	0,060	<0,001
KK9	0,040	0,008	(0,814)	-0,049	Reflective	0,059	<0,001
KK10	0,042	-0,018	(0,773)	0,017	Reflective	0,060	<0,001
TI1	0,029	-0,002	-0,096	(0,801)	Reflective	0,060	<0,001
TI2	0,129	-0,115	0,050	(0,748)	Reflective	0,060	<0,001
TI3	0,189	-0,158	0,057	(0,820)	Reflective	0,059	<0,001
TI4	0,144	0,042	-0,121	(0,808)	Reflective	0,060	<0,001
TI5	-0,313	0,152	0,112	(0,704)	Reflective	0,061	<0,001
TI6	-0,234	0,104	0,015	(0,732)	Reflective	0,060	<0,001

Source: Results of data processing warpPLS 8.0

Based on testing the validity of factor loading in table 1 where the loading value for each indicator is > 0.7 and the P-value < 0.001 , it is concluded that each articulation on each indicator can be maintained and can be implemented. in preparation for the next investigation testing.

2. Keandalan Komposit (CR) dan Rata-rata Varians yang Diekstraksi (AVE)

Table 2. Composite Reliability (CR) and Average Variance Extracted (AVE)

Variabel Penelitian	Composite Reliability (CR)	Average Variance Extracted (AVE)
Job Training (PK)	0,941	0,666
Communication (KOM)	0,925	0,608
Job Satisfaction (KK)	0,935	0,588
Turnover Intention (TI)	0,897	0,593

Source: Results of data processing warpPLS 8.0

Average Variance Extracted (AVE) to assess the validity of the average value of indicators on the latent variable section in the reflexive model. The AVE value is said to be valid if the AVE value is > 0.50 and if the AVE value is < 0.50 , it can be concluded that there are many errors in the indicator. Furthermore, to measure the reliability value on Composite Reliability (CR), the value that can fulfill is > 0.7 .

The results in the table above show the Average Variance Extracted (AVE) value > 0.5 which means that the validity requirements are met by being able to explain the variables of each indicator by $> 50\%$. And in testing Composite Reliability (CR), it is known that the CR value in the table above is > 0.7 , which means that all indicators can be said to meet the reliability requirements.

3. Composite Reability

Table 3. Composite Reability

Variables Research	Job Training (PK)	Communication (KOM)	Job Satisfaction (KK)	Turnover Intention (TI)
Job Training (PK)	(0,816)			
Communication (KOM)	0,623	(0,780)		
Job Satisfaction (KK)	0,563	0,664	(0,767)	
Turnover Intention (TI)	0,078	0,029	-0,019	(0,770)

Source: Results of data processing warpPLS 8.0

Discriminant validity compares the outer loading value of an indicator with other latent variables to assess how different a concept is. The outer loading value is valid if the outer loading correlation to the latent variable is greater than the outer loading correlation value to other latent variables. For each latent variable in the table above, the indicator loading value is greater than the loading value of other latent variables. The indicator measures the latent variable in question..

4. Direct effect

Table 4. Direct effect

Variables Research	Path Coefficient	P-Value	R-square
Job Training -> Job Satisfaction	0,232	<0,001	
Communication -> Job Satisfaction	0,521	<0,001	0,480
Job Training -> Turnover intention	0,161	0,009	
Job Satisfaction -> Turnover intention	0,123	0,035	0,054
Job Satisfaction -> Turnover intention	-0,140	0,020	

Job training can affect job satisfaction with a path coefficient of 0.232 and P-Value <0.001, it is concluded that job training has a positive and significant effect on job satisfaction. (Hypothesis rejected). Communication can affect job satisfaction with a path coefficient of 0.521 and a P-Value <0.001, it is concluded that communication has a positive and significant effect on turnover intention. (Hypothesis accepted). Job training can affect turnover intention with a path coefficient of 0.161 and a P-Value <0.009, it is concluded that job training has a positive and significant effect on turnover intention. (Hypothesis accepted). Communication can affect turnover intention with a path coefficient of 0.123 and P-Value > 0.035, it is concluded that communication has a positive and significant effect on turnover intention. (Hypothesis accepted). Job satisfaction can affect turnover intention with a path coefficient of -0.140 and a P-Value of 0.020, it is concluded that job satisfaction negatively and significantly affects turnover intention. (Hypothesis accepted). The R-square value of job satisfaction is 0.480, meaning that job training and communication affect job satisfaction by 48%. Meanwhile, the R-square of turnover intention is 0.054, meaning that job training, communication and job satisfaction affect turnover intention by 5.4%.

5. Indirect effect

Table 5. Indirect effect

Variabel Penelitian	Pengaruh Tidak Langsung	P-Value
Job Training -> Job Satisfaction -> Turnover intention	-0,033	0,253
Communication -> Job Satisfaction -> Turnover intention	-0,073	0,066

The mediation test shows that job satisfaction successfully mediates job training on turnover intention by -0.013 with a P-Value > 0.253 which means > 0.05. Job satisfaction substantially affects the relationship between job training and turnover intention (Hypothesis accepted). The mediation test shows that job satisfaction successfully mediates communication on turnover intention by -0.073, with a P-Value > 0.066 which means > 0.05. Job satisfaction substantially affects the relationship between communication and turnover intention. (Hypothesis accepted)

5. Significant Effect Test

Table 6. Model Fit Testing

Model Fit and quality indices	Fit Criteria	Value
Average Path Coefficient (APC)	P-value <0,05	0,236, P <0,001
Average R-Squared (ARS)	P-value <0,05	0,267, P <0,001
Average Adjusted R-Squared (AARS)	P-value <0,05	0,258, P <0,001
Average Block VIF (AVIF)	Acceptable if ≤ 5 , ideally $\leq 3,3$	1,336
Average Full Collinearity VIF (AFVIF)	Acceptable if ≤ 5 , ideally $\leq 3,3$	1,709
Tenenhaus GoF (GoF)	Small $\geq 0,1$, medium $\geq 0,25$, large $\geq 0,36$	0,405
Simpson's Paradox Ratio (SPR)	Acceptable if $\geq 0,7$, ideally = 1	1,000
R-squared Contribution Ratio (RSCR)	Acceptable if $\geq 0,9$, ideally = 1	1,000
Statistical Suppression Ratio (SSR)	Acceptable if $\geq 0,7$	0,800

Nonlinear Bivariate Causality Direction Acceptable if $\geq 0,7$
Ratio (NLBCDR)

0,400

Based on the APC value of 0.236, the P-value <0.001 , meaning that the APC model fit criteria are met. Based on the ARS value of 0.267 with a P-value <0.001 , meaning the ARS model fit criteria are met. Based on the AARS value of 0.258 with a P-value <0.001 , it means that the AARS model fit criteria are met. Based on the AVIF value of $1.336 \leq 5$, it means that the AVIF model fit criteria are met. Based on the AFVIF value of $1.709 \leq 5$, it means that the AFVIF model fit criteria are met. Based on the GoF value of $0.405 \geq 0.36$, meaning that the model fit is classified as large (strong). Based on the SPR value of 1.000 which means > 0.7 , meaning that the model fit criteria are met. Based on the RSCR value of 1.000 which means > 0.9 , meaning the model fit criteria are met. Based on the SSR value of 0.800 which means > 0.7 , meaning the model fit criteria are met. Based on the NLBCDR value of 0.400 which means > 0.7 , meaning the model fit criteria are met.

Discussions

Effect of Job Training on Turnover Intention (H1)

Job training affects turnover intention with Path Coefficient 0.161 and P-Value <0.009 which means <0.05 , it is concluded that job training has a positive and significant effect on turnover intention. (H1 is rejected). The research I conducted is inversely proportional to (Pangau et al., 2023) which states that job training has a negative or partially significant effect on turnover intention. Rawashdeh et al (2020) stated that job training has a negative and insignificant effect on turnover intention. Improper training will adversely affect the loyalty of generation z employees. This generation has characteristics that tend to choose meaningfulness in the workplace and expectations of flexibility. If training is not relevant, it will tend to make them unable to develop their personal and professional goals. So to increase the loyalty of generation z, every company needs to design a relevant training program in order to build a stronger and more sustainable working relationship.

Effect of Communication on Turnover Intention (H2)

Communication affects turnover intention with Path Coefficient 0.123 and P-Value > 0.035 which means > 0.05 , it is concluded that communication has a positive and significant effect on turnover intention. (Hypothesis Accepted). The research I did supports research (Vermeir et al., 2018) which reveals that communication has a positive effect on turnover intention. Communication has a positive and significant effect on turnover intention (Vermeir et al., 2018). Employees realize that they have high skills and value in communicating. So they start comparing their working conditions with other companies. If they get a better offer from another place, the intention to move will increase.

Effect of Job Satisfaction on Turnover Intention (H3)

Job satisfaction affects turnover intention with a Path Coefficient of -0.140 and a P-Value of 0.020 which means <0.05 , it is concluded that job satisfaction has a negative and significant effect on turnover intention. (Hypothesis Accepted). The research I did supports research (Ramlawati et al., 2021) which explains job satisfaction has a negative or insignificant effect on turnover intention. Likewise, research (Alam & Asim, 2019) shows job satisfaction has a negative or significant effect on turnover intention. When someone is satisfied with their job, they will prefer to stay in the company and get what they want where they work now.

Effect of Job Training on Job Satisfaction (H4)

Job training affects job satisfaction with a Path Coefficient of 0.232 and a P-Value <0.001 which means <0.05 , it is concluded that job training has a positive and significant effect on job satisfaction. (Hypothesis Accepted). The research I did supports the research (Shen & Tang, 2018) which reveals that job training has a positive and significant effect on job satisfaction. Similarly, (Jaworski et al., 2018) job training has a positive effect on job satisfaction. Job training has contributed directly to increasing job satisfaction by providing increased skills in opportunities to develop in their work.

The Effect of Communication on Job Satisfaction (H5)

Communication affects job satisfaction with a Path Coefficient of 0.521 and a P-Value <0.001 which means <0.05 , it is concluded that communication has a positive and significant effect on job satisfaction. (Hypothesis Accepted). This study supports research (Smith et al., 2018) which states that partially communication has a positive and significant effect on job satisfaction. Likewise with research (Maurizio Zanardi & Weihuan Zhau, 2020) there is a positive and significant effect of communication on job satisfaction. Good communication within the company will be a factor in increasing employee job satisfaction, so that productivity and performance will be better at work.

The Effect of Job Training on Turnover Intention Mediated by Job Satisfaction (H6)

The indirect effect of job training on turnover intention mediated by job satisfaction is -0.013 , job satisfaction has a significant negative effect mediating job training on turnover intention, with a P-Value > 0.253 which means > 0.05 . Job training indirectly has a significant effect on turnover intention mediated by job satisfaction.

The Effect of Communication on Turnover Intention Mediated by Job Satisfaction (H7)

The indirect effect of communication on turnover intention mediated by job satisfaction is -0.073 , job satisfaction has a significant negative effect mediating communication on turnover intention, with a P-Value > 0.066 which means > 0.05 . Communication indirectly has a significant effect on turnover intention mediated by job satisfaction.

4. Conclusion

The test results of job training, communication have a positive and significant effect on turnover intention because the P-value of both variables <0.05 , H1 is rejected and H2 is accepted. Job satisfaction negatively and significantly affects turnover intention with path coefficient -0.140 and P-Values 0.020 . In addition, job training, communication have a positive and significant effect on job satisfaction with Path Coefficient 0.232 and 0.521 respectively and P-Values both < 0.05 , so H4 and H5 are accepted. The indirect effect of job training, communication on turnover intention mediated by job satisfaction shows path coefficient values of -0.013 and -0.073 respectively which are not significant with P-Values both above > 0.05 , so H6 and H7 are accepted. Overall, job training and communication contribute positively to job satisfaction, while job satisfaction plays a negative role in turnover intention. As a further development of this study, it is recommended to conduct a more in-depth analysis of other factors that may influence the relationship between job training, communication, and exit intention, such as organizational culture, leadership, or level of job autonomy that may interact with the variables that have been studied. In addition, this study can be expanded by involving a larger and more diverse sample from various industrial sectors in Pontianak to ensure the generalizability of the findings. Future research could also explore the mediation of other variables, such as organizational commitment or psychological well-being that may mediate the effect of communication and job training on job satisfaction and exit intention.

Longitudinal research can also help to understand how these relationships evolve over the long term and how companies can adapt their policies to reduce turnover and improve employee retention, particularly among the younger generation.

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