The Mediating Effect of Perceived Organizational Support on The Influence of Authentic Leadership Toward Turnover Intention in Generation Z

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ABSTRACT

Generation Z is the most recent wave of young professionals to enter the workforce, and they are becoming an increasingly essential part of industry. Gen Z will soon dominate Indonesia's generation and there is a phenomenon that this youngest workforce cohort has higher turnover rate compared their previous generation. As a result, it is critical to develop a leadership style that encourages employee engagement among this generation in order to promote employee engagement among this generation to reduce turnover. However, there has been limited study examining perceived organizational support as mediating effect between authentic leadership toward turnover intention in Indonesia. Therefore, this study aims to investigate the effects of authentic leadership as an important leadership characteristic that may lower turnover intention, as well as how perceived organizational support may have a mediating effect on turnover intention among Gen Z. The research is a quantitative study that was conducted using SmartPLS4 and a purposive sampling technique. An online survey with a questionnaire created using Google Forms and scored using 5-point Likert scales is used to gather data. The respondents were 116 Generation Z employees born between 1995 and 2012 in Jakarta, Indonesia. According to this study, authentic leadership has a low direct effect on turnover intention, but with the mediating variables of perceived organizational support, authentic leadership has a considerable and significant negative effect on turnover intention.

Keywords: Authentic Leadership, Perceived Communication Style, Turnover Intention, Generation Z, GenZ

1. INTRODUCTION

Generation Z is the latest wave of young professionals entering the workforce and is becoming an increasingly large part of the workforce. According to Gallup, Generation Z, and millennials now account for nearly half (46%) of the full-time workforce in the United States (O'Boyle, Ed, 2021). A new generation entering the workforce frequently draws comparisons to those who came before, and in most cases, this latest generation has the potential to disrupt the workforce. The arrival of the most recent generation, Gen Z, is no exception. Indonesia's workforce reached 144.01 million in February 2022, accounting for 69.06% of the total working-age population of 208.54 million. In this context, the proportion of Gen Z in the workforce has risen steadily, accounting for 17.18% (aged 25-29) and 15.31% (aged 20-24) of the Indonesian workforce population in 2021. The age group of 30-34 years was followed by 16.89 million people, and the age group of 35-39 years was followed by 16.78 million people.

Research shows that Gen Z workers are more likely than earlier generations to move employment, especially if they don't like something about their current position (Csiszárik-Kocsír & Garia-Fodor, 2018). According to a 2021 CareerBuilder survey, Gen Z service length is significantly less than previous generations. Gen Z employees work for an average of 2 years and 3 months. It is shorter than the cohort of the previous generation's workforce. Several studies have discovered a specific phenomenon concerning Gen Z, which is that this generation has a higher turnover rate and lower stickiness to their jobs. According to LinkedIn 2022 data, Gen Z shows a greater willingness to job hop. Members of Gen Z switch jobs at a rate of 134%, which is higher than in 2019, and 25% intend to leave their current employers within the next six months. In line with these findings, Deloitte, June 2022, reported that less than half of Chinese Gen Z expect to leave their jobs within the next two years, a 30% decrease from the previous year. However, half of them would leave their jobs if they did not have another job lined up.

The Indonesia Manpower Minister made the same observation in Indonesia context, which is consistent with previous studies. If properly utilized, the large Gen Z workforce allows for the potential advancement of the Indonesian economy. Furthermore, this digital native generation, which is now between the ages of 10 and 25, has a different working pattern than the previous generation. Gen Z has no long-term commitment and only works as long as it makes them happy. The presence of Gen Z will increase labor turnover or the intensity with which a company deals with employee turnover. The pattern of working relationships will also change, with an increase in part-time work systems, freelancers, and partnerships. (Fauziyah, 2022).

This generation is content with not having only one way to express itself. As a result, it is critical to define the type of leadership that can improve their service length as well as their engagement with the company. Regarding the aforementioned Gen Z phenomenon, more research is needed to investigate the leadership style as well as any type of organizational support required to improve turnover and workplace engagement from the perspective of Generation Z.

2. RESEARCH GAP

In the context of the Indonesian workplace, we need further study concerning Gen Z and how leadership style and organizational support impact turnover intention amongst this generation. The perception of authentic leadership affects work-related attitudes and happiness (Jensen & Luthans, 2006). An authentic leadership style, trust in the leader, and job overload may impact employee flourishing. And with that as the outcome, authentic leadership is fostering a trustful relationship between employees and their leaders. It might result in the increased flourishing of

employees, and deeper leader–follower relationships including heightened levels of trust, job engagement, workplace well-being, and sustainable performance (Kleynhans, et al., 2022).

Another dimension that impacts turnover intention also comes from organizational support. In China, the study of frontline employees who are generally under great pressure, fragile to burnout, and have high turnover, has proven to perceive organizational support has a significant negative impact on burnout and turnover intention (Wang & Wang, 2020).

However, there is limited information and research on the effects of authentic leadership, as a specific leadership style, and also perceive organizational support on the turnover intention specific to the youngest workforces' cohort, Gen Z. These two variables (authentic leadership and perceived organizational support) are likewise unexplored among Gen Z in the Indonesia context. Thus, the present study aims to address the gap in the literature on the importance of authentic leadership in reducing employee turnover intention also beneficial to come up with an undertaking that gauges perceived organizational support among Generation Z in Indonesia.

3. RESEARCH QUESTION

Based on the background information and the problem stated above, this study would like to answer the following questions:

1) How does Authentic Leadership affect the Turnover Intention of Gen Z?
2) How does the Perceived Organization Support affect the Turnover Intention of Gen Z?
3) How does the Authentic Leadership style affect the Perceived Organization Support of Gen Z?
4) How does Perceived Organization Support mediate the effect of the Authentic Leadership style toward Turnover Intention?

4. LITERATURE REVIEW

4.1. Authentic Leadership (AL)

Authenticity is derived from ancient Greek philosophy: "Be true to thine own self." For the last three decades, AL has been a key component in positive leadership research, as well as a theoretical extension as a "root construct in leadership theory." (George, 2003). Authentic leaders are aware of their own and others' strengths and flaws, as well as how they think and act. They are confident in their abilities, have faith in the future, and are upbeat, resilient, moral, and ethical. They are genuine and help to develop their colleagues into leaders (Ilies, et al., 2005). AL is defined as "a pattern of leader behavior that draws on and promotes positive psychological capacities as well as a positive ethical climate to foster greater self-awareness, an internalized moral perspective, balanced information processing, and relational transparency on the part of leaders working with followers, fostering positive self-development" (Walumbwa, et al., 2008)

4.2. Turnover Intention (TI)

Turnover Intention (TI) is the likelihood of employees leaving their current job, whether voluntarily or involuntarily. Employees may consider and plan to leave their organization for a variety of reasons (Belete, 2018). Employees' willingness or attempts to leave their current workplace voluntarily have been defined as turnover intention (Takase, 2010). TI is divided into four categories: (1) functional, which is related to job performance; (2) avoidable, which is caused by lower pay and poor working conditions; (3) unavoidable, which is due to reasons

such as family moves, serious illnesses, and death; and (4) involuntary turnover, which is due to management's discretion to force the employee to leave (Belete, 2018) (Taylor, 1998). It is related to "change readiness," in which employees adapt to changing internal and external market demands, leading them to move to a different company or organization (Schyns, et al., 2007), supporting the views of the unfolding theory of turnover intention. TI has been linked to several negative outcomes for employers and employees alike (Hancock, et al., 2013). Because it is a useful proxy for actual turnover, TI is the best predictor of actual turnover (Griffeth, Hom, & Gaertner, 2000). Employee retention and turnover rates, which are among the top concerns for most businesses, are affected by a variety of factors (Cohen, et al., 2016)

7.3. Perceived Organizational Support (POS)

According to organizational support theory, POS fosters a sense of duty to repay the organization with increased efforts, including the expectation of rewards and satisfying socioemotional needs for approval, esteem, affiliation, and emotional support. There is confidence that assistance will be provided for improved job performance. Support from the organization improves employees' subjective well-being in terms of mood, contentment, self-esteem, and stress reduction and encourages people to have a positive outlook on their jobs and organization. The benefits of POS include improved job performance, innovation, creativity, adoption of technology, and customer service. (Stinglhamber & Eisenberger, 2011). employees who receive positive treatment—particularly supervisor support, organizational rewards, and favorable working conditions—may experience positive outcomes such as job satisfaction, affective commitment, performance well-being, and a decrease in withdrawal behaviors such as absenteeism and turnover (Rhoades, et al., 2001).

7.4. Hypothesis Development

7.4.1. The effect of Authentic Leadership (AL) on Turnover Intention (TI)

The effects of AL on TI on organizations have been examined in several research. For instance, (Amunkete & Rothmann, 2015) discovered that when leaders are seen as genuine, nurses are less likely to experience later workplace bullying, burnout, and intention to leave their job or profession. According to a Malaysian study, self-awareness and balanced information processing have a significant impact on work engagement, which in turn has a significant impact on TI (Ahmad & Chin, 2018). (Azanza, et al., 2015) evaluated the effect of AL on TI using data acquired from Spanish employees. The results showed that AL and TI had a negative relationship. of graduates to work was considered low (Sasmito, Panji, Kustono, & Patmanthara, 2015).

The negative relationship between AL and TI, was also supported by a recent study conducted in the Philippines. It was established through the study that AL is important because of its detrimental impact on employee TI. This explains why employees' intentions to change jobs or leave their existing employer or organization are reduced because of AL's expanding influence and effects (Ladao, et al., 2022). Therefore, the following hypotheses can be proposed:

H1: Authentic leadership negatively affects turnover intentions.

7.4.2. The effect of Authentic Leadership (AL) on Perceived Organizational Support (POS)

AL significantly affects POS among employees. With the positive relationship between AL and POS, employees recognize that when leadership is authentic, their perceived support from the organization increases (Ladao, et al., 2022). When AL improves employee morale and fosters good working relationships, it forms the notion of organizational support. Hence, greater

work engagement and the satisfaction of socioemotional demands are brought about by employees' perceptions of favorable organizational support (Shore & Shore, 1995). Furthermore, (Yijia & Jinhong, 2016) discovered that AL significantly promotes POS among nurses using regression analysis. Thus, the following hypotheses can be proposed:

H2: Authentic leadership positively affects perceived organizational support.

7.4.3. The effect of Perceived Organization Support (POS) on Turnover Intention (TI)

Several researchers also investigated the organizational effects of POS on TI. According to organizational support theory, giving employees a good environment can have positive effects like a decline in attrition (Eisenberger, et al., 2016). The findings showed that POS and TI are negatively correlated with one another in both parameters. (Ladao, et al., 2022). POS has a negative impact on burnout and turnover among gas station frontline employees (Wang & Wang, 2020). A study in Malaysia showed that employees who receive high levels of organizational support are less likely to leave the organization (Lew, 2009). Moreover, (Takaya & Ramli, 2020) discovered that POS is significantly and negatively related to TI. Thus, in this study, the following hypotheses can be proposed:

H3: Perceived organizational support affects turnover intentions.

7.4.4. The Mediating Effect of Perceived Organizational Support (POS) on the relationship between Authentic Leadership (AL) and Turnover Intention (TI)

Several researchers have examined other factors that influence the link between AL and TI. The effect of POS as a mediator between AL and TIs was significant. As the findings showed a medium effect size, the mediation reflected a heightened negative relationship between AL and employees' TIs. This explains why, with POS, AL reduces the likelihood of employees quitting their jobs or moving on to another company or organization (Ladao, et al., 2022). Another study discovered that POS mediates the impact of HR practices on organizational commitment and job satisfaction, as well as its negative association with TI, using structural equation modeling on samples from store salespeople and insurance agents (Allen, et al., 2003).

A recent study indicates that AL is positively related to POS, with a large effect size, and negatively related to TIs, with a small effect size. Thus, POS clearly and significantly aids AL in retaining employees within the company or organization and reduces their intentions to leave or change jobs (Ladao, et al., 2022). Hence, in this study, the following hypotheses can be proposed:

H4: Perceived organizational support has mediating effects between authentic leadership and Turnover intentions.

7.5. Research Framework

The research framework demonstrates the three constructs and their potential correlations based on the thorough literature review and hypotheses put forth. Figure 2.1 presents the direct effect of AL and its subcomponents on TI and the mediating effect of POS on the relationship between AL and TI.
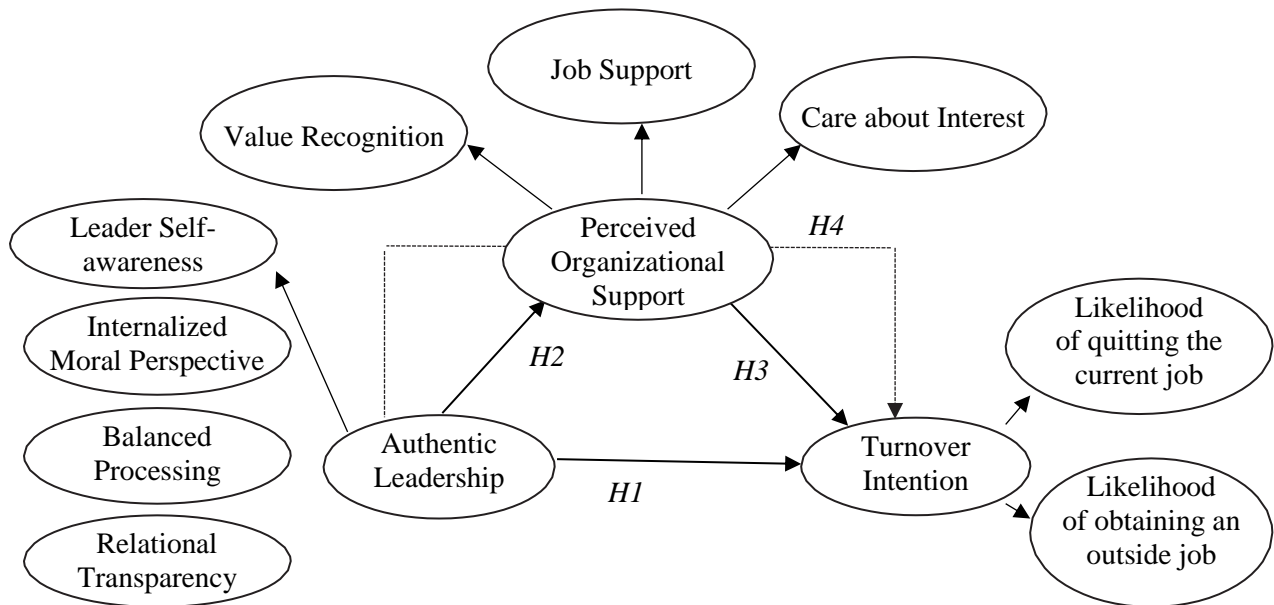
The following is hypothesized based on the literature review:

H1: Authentic Leadership negatively affects Turnover Intention on Gen Z

H2: Authentic Leadership positively affects Perceived Organizational Support on Gen Z

H3: Perceived organizational support affects turnover intentions on Gen Z

H4: Perceived Organizational Support has mediating affects between Authentic Leadership and Turnover Intentions on Gen Z

8. RESEARCH METHODS

This scientific work uses a descriptive quantitative approach by conducting exploratory approaches in the ongoing research environment. This scientific work is also equipped with a single cross-sectional analysis. This study is being conducted in Indonesia to investigate the factors influencing turnover intention from authentic leadership as well as perceived organizational support among Gen Z.

First, the author will define the type of research, followed by a discussion of data sources and how to collect it. Following that, the author will define the population and sampling method by defining a group that will be studied. Considering the literature review, the author will decide how to measure the variables with dimensions and measurement items. The questionnaire will then be designed by the operational variables. A pilot test will be conducted before the questionnaire is distributed to ensure its reliability and validity. Finally, data analysis techniques such as respondent profiles, descriptive statistics, PLS-SEM analysis, and hypothesis testing will be discussed.

This method enables a researcher to select population elements into a sample based on the researcher's purpose, with the expectation that the selected elements will effectively represent the study's population (Malhotra, 2010). The purpose of this study has been elaborated on, which is to examine the impact of Authentic Leadership Style and Perceived Organization Support on Turnover Intention among Gen Z. Therefore, research will be conducted among a particular worker group, Gen Z, using the following:

1) Sample criteria:

- The population is Gen Z workers, defined as those born between 1995 and 2016.
- Minimum 3 months working in the current position.
- Working in greater Jakarta. Jakarta, as the nation's capital city, represents the dynamic of human resources across industries and multicultural backgrounds.

2) Sample size:

The sample size is one factor in study design that researchers must consider when planning a study. The reasons for accurately calculating the required sample size are to achieve statistically significant results and to ensure that research resources are used efficiently (Burmeister & Aitken, 2012). There are various ways for identifying a sample size, this study determines the sample size using Cohen Table (Table 3.2). As shown in Table 3.2 below, this study employs a 5% significance level and a minimum R2 of 0.25 percent, with 4 (four) arrows pointing at the construct. The sample size for this way is determined at 65.

3) Questionnaire Design

The questionnaire will be distributed via WhatsApp to targeted respondents which are Gen Z employees in Greater Jakarta. The set of questionnaires consists of two parts, section A and section B.

- Section A: contains questions regarding the demographic profile of the respondents (gender, age, profession).
- Section B: contains questions related to descriptive analysis using the operational variables of this study.

The format used in the questionnaire is closed-ended questions; using the Likert scale in the form of interval scales is commonly used to measure a person's intentions, attitudes, opinions, or perceptions about social phenomena. Therefore, there are a total of 26 measurement items with 9 dimensions to reflect the variables and the following is an explanation of the operational variables in this study such below:

Table. Operationalization of Variables

Variable	Dimension	Code	Measurement item	Source
Authentic Leadership (AL)	Leader self-awareness (AL1)	AL1.1	My leader seeks feedback to improve interactions with others.	(Walumbwa, et al., 2008)
		AL1.2	My leader demonstrates beliefs that are consistent with actions.	
		AL1.3	My leader encourages everyone to speak their mind.	
		AL1.4	My leader analyses relevant data before coming to a decision.	
	Internalized moral perspective (AL2)	AL2.1	My leader accurately describes how others view his or her capabilities.	
		AL2.3	My leader makes decisions based on his or her core beliefs.	
		AL2.3	My leader tells you the hard truth.	
		AL2.4	My leader makes difficult decisions based on high standards of ethical conduct.	
	Balanced processing	AL3.1	My leader says exactly what he or she means.	

(AL3)	AL3.2	My leader solicits views that challenge his or her deeply held positions.	
	AL3.3	My leader displays emotions exactly in line with my feelings.	
	AL3.4	My leader knows when it is time to re-evaluate his or her position on important issues.	
Relational transparency (AL4)	AL4.1	My leader admits mistakes when they are made.	
	AL4.2	My leader listens carefully to different points of view before coming to conclusions.	
	AL4.3	My leader asks me to take positions that support my core values.	
	AL4.4	My leader shows he or she understands how specific actions impact others.	

Variable	Dimension	Code	Measurement item	Source
Perceived Organizational Support (POS)	Value recognition (POS1)	POS1.1	I feel valued and rewarded when I perform 'above and beyond' my stated job duties	(Eisenberger, et al., 1986) (Rhoades & Eisenberger, 2002)
		POS1.2	This company has a culture of recognition for excellent performance	
		POS1.3	This company provides fair compensation and benefits in return for my contribution to the company	
	Job support (POS2)	POS2.1	When I first started working here, this company provided the necessary onboarding information and training	
		POS2.2	This company has a culture that allows me to develop my professional skills	
		POS2.3	This company provides me with the tools I need to help me grow and navigate my career	
	Care about interests (POS3)	POS3.1	It is easy to find out another career opportunity that is available for me at this company	
		POS3.2	Diversity is valued at this company	
		POS3.3	The benefit I received at this company meet my needs.	
Turnover Intention (TI)	Likelihood of quitting the current job (TI1)	TI1.1	Are you considering quitting your current job?	(Michaels & Spector, 1982) (Li & Li, 2000)
		TI1.2	Do you want to find other jobs of the same nature?	
		TI1.3	Do you want to find other jobs of different nature?	
	Likelihood of obtaining an outside job (TI2)	TI2.1	Given your current situation and conditions, how likely do you think you are to find a suitable position in another organization?	
		TI2.2	If you know there is a suitable job vacancy for you in another organization now, how likely are you to get the job?	
		TI2.3	Will you quit your current job?	

Source: Author, 2023

9.   FINDINGS, ANALYSIS, AND DISCUSSION

6.1.   Pilot Study

The pilot test, which took place from March 23rd to March 25th, 2023, received 58 responses out of a target of 30. As a result, the researcher utilized the study's validity based on the number of respondents (N=58, Alpha = 95%, and r-table 0,2542). Based on the questionnaire feedback received, data showed that the value in both the validity and reliability test achieved a minimum number of the requirement which was above 0.3 for Pearson's Correlation and above 0.7 for Cronbach's alpha (Sekaran & Bougie, 2010). Therefore, the pilot study indicated that the findings of the validity and reliability of the two-tailed test were reliable.

6.2.   Respondents Profile

This study focuses on the youngest workforce, Generation Z (born between 1995 and 2016) from Greater Jakarta (Jabodetabek area) who have worked for at least three months as desired purposive sampling criteria. The questionnaires were distributed over 10 days to Gen Z in Greater Jakarta via the WhatsApp application. the researcher discarded several samples that did not meet the criteria. Due to outlier exclusion, the total data is 109 to proceed.

6.3.   Descriptive Statistics

Descriptive analysis is to describe and summarize the data set's main characteristics and variables from the respondents' perspective. For all variables, the independent variable is Authentic Leadership (AL), while the dependent variables are Turnover Intention (TI), and Perceived Organization Support (POS) as the mediating role. All variables were measured on 5-point Likert scales. The result shows that no 'N' is missing because each indicator has 109 responses. And The received data of responses in Table 4.4 shows that all values are less than 0, indicating that the distribution of variables is negatively skewed toward the right tail. As none of the skewness values is larger than 1 means the data is considered normal (Hair et al. 2010).

6.4.Measurement Model Evaluation

The researcher examined the outer model of each indicator and dimension in this study. The author used PLS-SEM software to test the outer loading factor for each indicator and then analyzed it using the Heir algorithm.
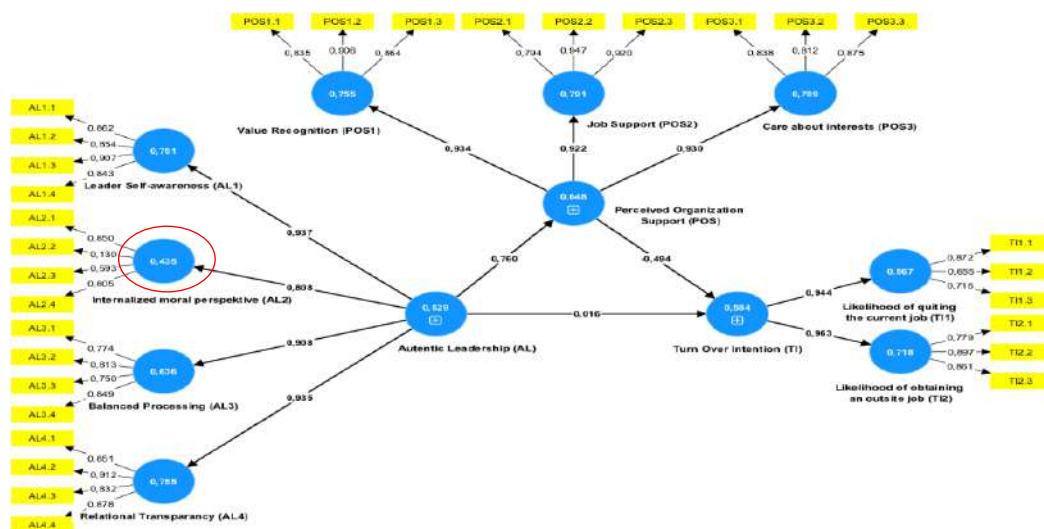
Initial Research Model with Average *Variance Ex*tracted (AVE)
Source: PLS-SEM Report by Author, 2023

The first evaluation criteria are summarized in above Figure '*Initial Research Model with Average Variance Extracted (AVE)*', which shows the value of the outer loading factor for all 9 reflective dimensions as a constructs measure of 3 variables: Authentic Leadership (AL), Perceived Organizational Support (POS), and Turnover Intention (TI). If the value of the outer loading factor is greater than 0.70, it is considered to be high consistency and valid (Ulum et al., 2008). The findings indicate that the majority of the requirements have been met and supported by outer loading factors more than 0.70, reflecting indicators, and variables that demonstrate the model's internal consistency. The indicator of Internalized moral perspective (AL2), which has an outer loading factor of 0.653, stands out from the rest of the indicators with outer loading values higher than 0.70. Given the other evaluation criteria and the indication's low outer loading factor value, this indicator was likely invalid.

Following the evaluation of the outer loading factor criteria, the second criterion to be assessed is the internal consistency or reliability using a measurement composite reliability and/or Cronbach's alpha coefficient tests (Hair et al., 2014). Cronbach's alpha has a range of 0 to 1, and it is widely accepted that a value of 0.70 or higher is acceptable (Kamis et al., 2020). Cronbach's alpha values were greater than 0.70 indicating that the model has internal consistency.

The initial research model constructs validity and reliability reflected in all three dimensions, including each reflective indicator, as follows:

Table. Construct Validity and Reliability (1st Version)

Variable	Dimension	Cronbach's alpha *(valid >0.7)*	Composite reliability (rho_a) *(valid >0.7)*	Composite reliability (rho_c) *(valid >0.6)*	Average variance extracted (AVE) *(valid >0.5)*
Authentic Leadership (AL)	AL	0.930	0.949	0.942	0.529
	AL1	0.889	0.893	0.923	0.751
	AL2	**0.575**	**0.673**	0.715	**0.435**
	AL3	0.809	0.818	0.875	0.636
	AL4	0.891	0.893	0.925	0.755
Perceived Organizational Support (POS)	POS	0.931	0.934	0.943	0.648
	POS1	0.837	0.843	0.902	0.755
	POS2	0.865	0.878	0.919	0.791
	POS3	0.794	0.799	0.879	0.709
Turnover Intention (TI)	TI	0.853	0.872	0.892	0.584
	TI1	**0.609**	**0.637**	0.795	0.567
	TI2	0.803	0.817	0.884	0.718

Source: PSL-SEM Report by Author, 2023

Nine reflective dimensions have been examined to support the variables by research models. According to (Hair et al., 2014), the acceptable value of composite reliability and/or Cronbach's alpha coefficient is higher than 0.70. According to Table '*Construct Validity and Reliability (1st Version)*' above, there are two dimensions with composite reliability and/or Cronbach's alpha coefficient below 0.70. They are associated with Internalized moral perspective (AL2) and the Likelihood of quitting the current job (TI1). AL2 has 0.575

Cronbach's alpha and 0.673 Composite reliability (rho_a) while TI1 showed a low value of 0.609 Cronbach's alpha and 0.637 Composite reliability (rho_a). Therefore, based on data in this study AL2 appears to be unimportant in the context of the GenZ population in Indonesia. Therefore, this dimension was ignored.

Consistent with the decision to eliminate AL2 based on three evaluation criteria —from the outer loading factor to the convergent validity assessment—the decision to remove AL2 from the research model will not change the model since the variable of Authentic Leadership (AL) still has three reflective dimensions. However, removing indicators from measurement models involves some additional considerations as explained by (Hair et al., 2017). Meanwhile, different conditions with Turnover Intention (TI) with only two reflective dimensions; if the researcher eliminated TI1, only one reflective dimension would remain which would not be possible to have only one dimension. Furthermore, the AVE value of TI1 is 0.567 which is still higher than 0.5 as a prerequisite. As a result, the researcher decided to change TI as the first order by removing the TI1 and TI2 as dimensions instead. As a result, the researcher depicted the updated model following the reconstruction of the research model for further process.

The reliability and validity construction values must be recalculated after the initial research model was reorganized. The AL2 dimension will no longer be included in the model, the researcher has concluded. Similar methods were used for the TI1 and TI2 dimensions, however for the TI dimension, the researcher elected to eliminate both TI1 and TI2 and replace them with indicators at the first level and TI as a dimension. Following pigure is the result of those modifications to the second-order version.
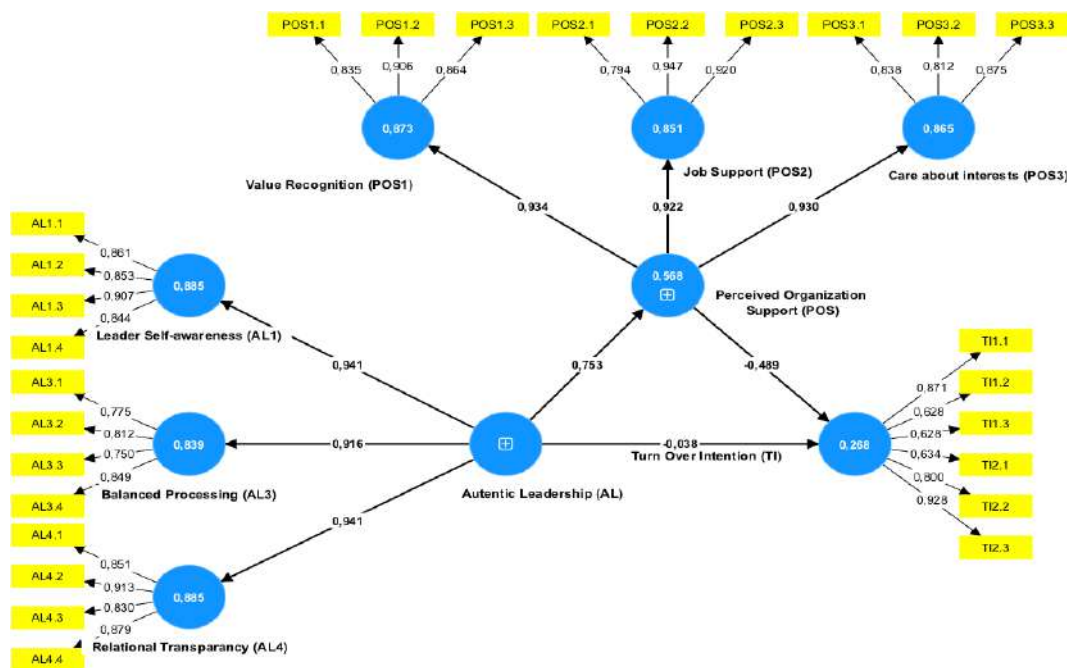

Figure. Second Order Modification Research Model (2nd Version)

Source: Source: PLS-SEM Report by Author (2023)

6.5.Hypothesis Testing

SmartPLS3 was utilized to evaluate the significance of the path coefficients and test the hypothesized correlations. By calculating empirical T values that are significant at a given probability of error if they are larger than the critical value (T distribution values), the bootstrapping method determines the significance of path coefficients (Hair et al., 2014). This study used the following critical values for one-tailed tests in which the T-value is 1.65, and the P-value 0.05 (significance level= 5%). As an initial study, the following direct hypothesized relationships were tested:

H1:   Authentic Leadership negatively affects Turnover Intention

H2:   Authentic Leadership positively affects Perceived Organizational Support

H3:   Perceived Organizational Support affects Turnover Intentions.

H4:   Perceived Organizational Support has mediating effects between Authentic Leadership and Turnover Intentions

The above hypothesis was tested using the bootstrapping test, and to summarize the findings:

Table. Hypothesis Testing Result

Ha	Relationship	Original sample (O)	Sample mean (M)	Standard deviation	T statistics	P values	Confident interval		Result
							5.0%	95.0%	
Direct Effect									
H1	AL ▶ TI	-0.044	-0.046	0.181	0.241	**0.405**	-0.344	0.259	Rejected
H2	AL ▶ POS	0.752	0.751	0.055	13.694	0.000	0.653	0.831	Accepted
H3	POS ▶ TI	-0.485	-0.495	0.158	3.078	0.001	-0.749	-0.227	Accepted
Indirect Effect									
H4	AL ▶ POS ▶ TI	-0.365	-0.372	0.125	2.920	0.002	-0.581	-0.170	Accepted

Source: PLS-SEM Report by Author, 2023

7.   CONCLUSION AND RECOMMENDATION

The strategic goal of this research is to examine the effect of Authentic Leadership Style and Perceived Organization Support as a mediating effect on Turnover Intention among Gen Z. Gen Z as the object and respondents of the study, the disseminated questionnaire received 116 respondents through the online survey conducted in the Jabodetabek area, using non-probability purposive sampling. After exclusion criteria of the study, some of the respondents who completed the questionnaire did not meet the criteria and the data were discarded. Hence the overall data is 109 respondents to continue because the outliers were excluded.

From the strategic objectives of the study, the researcher developed four hypotheses. The primary goal of this study is to analyze and examine the effect of Authentic Leadership (AL) on Turnover Intention (TI) amongst Gen Z. And it is expected that Authentic Leadership (AL) negatively affects Turnover Intentions (TI). The findings indicated that there was no significant effect of Authentic Leadership (AL) on Turnover Intention (TI) among Gen Z therefore, it was discovered that the hypothesis was rejected. The respondents did not believe that the Authentic Leadership (AL) trait alone was significant in lowering Turnover Intention (TI).

The second goal of this study is to analyze Authentic Leadership (AL) positively affects Perceived Organizational Support (POS). The findings indicated that the hypothesis is accepted.

It was demonstrated that Authentic Leadership (AL) had a significant and positive effect on Perceived Organizational Support (POS). A positive and solid relationship between Gen Z and the leader cultivates and establishes a positive working environment. Gen Z values organizations and leaders who treat them with respect, equity, and inclusion, which were revealed in the Authentic Leadership (AL). When it comes to Authentic Leadership (AL) styles, Generation Z will have more freedom of expression and an openness to understanding diverse types of individuals.

The third goal is to analyze the effect Perceived Organizational Support (POS) affects Turnover Intentions (TI). The finding confirmed that the hypothesis is accepted. Perceived Organizational Support (POS) has a considerable beneficial effect on job satisfaction and organizational commitment, resulting in a lower Turnover Intention (TI). The value recognition, job support and care about interest have a positive effect on the duties they perform on a regular basis. Recognition will continue to foster positive motivation to work, and job support may assist employees in managing and performing their jobs. Lastly, care about interest also demonstrates the organization's support for employee for the future career and personal development.

The fourth goal is to investigate the Perceived Organizational Support (POS) has mediating effects between Authentic Leadership (AL) and Turnover Intentions (TI). The study revealed that the hypothesis is accepted that Perceived Organizational Support (POS0 has a full mediating effect. The results discovered there is a strong negative relationship of Authentic Leadership (AL) toward Turnover Intention (TI) with Perceived Organizational Support (POS) as mediating factor.

In conclusion, the researchers discovered that Authentic Leadership (AL) has no impact if it operates independently, on the other hand it turns to be significant when it is accompanied by positive Perceived Organizational Support (POS). As a result of the entire mediation effect, Perceived Organizational Support (POS) is a crucial and important element between Authentic Leadership (AL) and reduction of Turnover Intention (TI) among Gen Z.

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