

The Effect of Digital Transformational Leadership, Learning Organization, Supportive Work Environment, and Organizational Commitment on Turnover Intention of Gen Z IT Employees at PT. XYZ

Puty Sherlyta*, Ardi Ardi, Margaretha Pink Berlianto, Richard Andre Sunarjo

Universitas Pelita Harapan, Indonesia

Email: psherlyta@gmail.com*, ardi.kho@lecturer.uph.edu, margaretha.berlianto@lecturer.uph.edu, RS80008@student.uph.edu

Abstract. This study aims to analyze the influence of Digital Transformational Leadership (DTL), Learning Organization (LO), Supportive Work Environment (SWE), and Organizational Commitment (OC) on Turnover Intention (IT) at PT XYZ. Respondents in this study were employees from Generation Z, working in the IT division, with a minimum of one year of service. Data were collected through a questionnaire using the judgmental sampling method, with a sample of 172 respondents out of a minimum calculated sample of 142 based on the Krejcie & Morgan formula. The collected data were analyzed using the Structural Equation Modeling (SEM) method based on Partial Least Squares (PLS). The results of the study show that Digital Transformational Leadership has a significant negative influence on Turnover Intention, as well as a significant positive influence on Learning Organization and Organizational Commitment. Learning Organization also has a significant negative effect on Turnover Intention and a significant positive effect on Organizational Commitment. Meanwhile, Supportive Work Environment (SWE) has a significant negative effect on Turnover Intention and a significant positive effect on Organizational Commitment. These findings affirm the importance of Digital Transformational Leadership, a learning culture, and a supportive work environment in increasing organizational commitment and reducing the desire to change jobs among young employees in the technology field.

Keywords: Digital Transformational Leadership, Learning Organization, Organizational Commitment, Supportive Work Environment, Turnover Intention.

INTRODUCTION

The rapid growth of the Technology and IT sector confirms its strategic role in driving digital transformation and innovation in various industries. The increasing demand for IT professionals is a challenge for companies in attracting and retaining the best talent. Many IT professionals prefer to move to companies that offer a better work environment, clearer career development paths, or more competitive compensation.

This challenge is further exacerbated by the entry of Generation Z as the dominant group in today's workforce. This generation, known as Digital Natives, has high expectations for work flexibility, continuous learning opportunities, and work-life balance. They not only want financial stability, but also look for a workplace that can support their personal and professional growth in a dynamic and collaborative work environment.

According to the report Indonesia Gen Z Report from IDN Research Institute (2024), Generation Z is now the largest generation in Indonesia, covering (27.94%) of the total population or around 74.93 million people. This number even exceeds the millennial generation, which includes (25.87%) of the total population or around 69.38 million people. Generation Z is a demographic group after millennials born after 1995, between 1995 and 2012 (Giang et al., 2024). They are also expected to dominate the workforce by 2025 (Ardi, 2024).

As a generation that grew up in the digital age, Generation Z has unique characteristics that set them apart from previous generations. They are known for their high creativity, innovative thinking, and quick adaptability to technological developments. Their early exposure to technology has established a dynamic mindset, making them accustomed to rapid change and instant access to information. This condition also affects their expectations of the work environment, as well as providing opportunities to continue to develop. They also want

a preference for a fast career development path, continuous learning opportunities, and a work-life balance that allows them to continue to thrive today (Deloitte, 2022).

Generation Z brings a different set of values and expectations than previous generations. They value a work environment that aligns with their personal values, where they feel supported to continue learning and growing (Giang et al., 2024). For Generation Z, work is not just about finding financial stability, but also about finding meaning and support in their career journey. The ideal work environment for them is one that offers flexibility, continuous learning opportunities, and opportunities to grow and adapt in the midst of dynamic change.

In addition, Generation Z highly values open communication, where they can convey their ideas and opinions without fear of rejection or negative judgment. Leaders who are able to actively listen, provide space for Generation Z to speak, and ensure every voice is heard and considered will find it easier to build strong relationships with this generation. They also really appreciate the mentoring sessions that allow them to get as well as provide input to their superiors or colleagues (Ardi, 2024). This is in line with other literature that shows that Generation Z highly values mentoring and support from their employers (Schroth, 2019).

This generation tends to be more critical and look for meaningful jobs, where they can learn new skills and contribute tangibly within the company. That's why Generation Z prefers collaborative learning over instructional approaches (Schroth, 2019). They feel more motivated and excited when working in a collaborative and supportive environment, where they can learn new skills every day (Deloitte, 2022).

These expectations, while bringing new energy and perspective to the organization, also make Generation Z more vulnerable to changing jobs if those expectations are not met. This can be seen from the higher turnover rate among young workers, reaching 36%, especially among Generation Z employees (Giang et al., 2024). One of the main reasons for its height Turnover it is the tendency of Generation Z to leave the organization when they see a discrepancy between what they do and what they expect so that a gap occurs. This is also in line with a recent survey that studies Generation Z, showing that 73% of them leave a job because it doesn't meet their expectations (Chillakuri, 2020). Research from Lever (2022) revealed that about 40% of Generation Z plans to leave their jobs within two years. This is also in line with the findings of PT. XYZ, where the phenomenon of Generation Z employee turnover in the IT division fluctuates.

From this data, it can be seen that the turnover rate of Generation Z employees in PT XYZ's IT division is consistently above 10% every year, Although the number of employees shows an increase. Level Turnover ideal employees should not exceed 10% per year (Iskandar et al., 2024). High numbers Turnover This is a signal for companies to evaluate their existing employee retention strategies.

To cope and suppress Turnover On its own, companies need to understand the factors that affect Turnover Intention. Based on research conducted by Dyastuti Sarsono, (2020), about 80% of employees who resign do so for non-financial reasons, such as less relevant leadership styles (Ru & Ibrahim, 2024), lack of opportunities to learn and grow (Demircan, 2023), as well as a work environment that is not supportive, both with their superiors, colleagues and their work environment (Naz et al., 2020). This suggests that non-financial factors play an important role in influencing their level of commitment to the organization (Organizational Commitment) which ultimately affects their intention to stay or leave the company (Turnover Intention).

When Organizational Commitment employees are decreasing, their desire or intention to leave the company is getting higher (Hermanto et al., 2024). Organizational Commitment reflect the emotional and psychological connection that employees have to the organization they work for (Naz et al., 2020). Therefore, creating a supportive work environment, providing learning and development opportunities and ensuring an effective leadership style is a step to reduce Turnover Intention.

Leadership style, basically reflects a leader's ability to guide, direct, and inspire his subordinates to work according to their competencies (Pinandito & Savira, 2022). One of the phenomena that needs attention is Leadership Gap Syndrome, this term refers to the mismatch between the leadership style applied to the needs of employees. The leadership style applied by a leader will not only affect the work atmosphere, but also affect the level of commitment employees to their organization as well as their decision to stay or leave the company they work for (Ru & Ibrahim, 2024).

In leading Generation Z, the main challenge is not only limited to adapting to their characteristics as a generation Digital Native, but also how to harness the limitless potential of innovation and creativity of this generation. Generation Z needs leaders who are able to provide trust, support, care, and inspiration to achieve common goals (Ardi, 2024). Research shows that Generation Z tends to prefer a leadership style Transformational Compared to leadership Transactional (Gabrielova & Buchko, 2021). This leadership style values the potential of each individual, recognizes their uniqueness, encourages involvement in decision-making, and is adaptive to external change. These findings are supported by research Xiong et al. (2023) against 326 workers, who found that Transformational Leadership (TL) has a significant negative effect on Turnover Intention among the new generation. In addition, the research Ru & Ibrahim (2024) of 380 employees found that Transformational Leadership (TL) has a stronger influence on Turnover Intention Employees rather than leadership Transactional. Leadership style Transformational not only improving Organizational Commitment, but also being able to create a strong relationship between leaders and employees.

Besides Transformational Leadership, Learning Organization is also one of the important factors that affect Turnover Intention. Learning Organization according to Lin & Huang (2020) It is defined as an organization's effort to encourage its employees to constantly learn, collaborate, and update their knowledge to improve or maintain their competencies so that they can support better work performance. This learning culture is crucial in facing an increasingly dynamic business environment, as it helps organizations adapt, learn from experience and remain relevant in the midst of existing challenges.

Research conducted by Lin et al. (2022) Pointing out that organizations that fail to provide learning opportunities can leave employees feeling undervalued and demotivated, which ultimately increases their tendency to look elsewhere. In contrast, organizations that consistently provide learning opportunities and support employee development tend to have employees who feel valued, more motivated and have a higher commitment to the organization. This is in line with research Lin & Huang (2020) To 434 employees at a telecommunications company, it shows that a strong learning culture in an organization can reduce employees' desire to change jobs while improving their performance. By applying the concept Learning Organization, Companies are able to open up opportunities for continuous learning, foster a culture of knowledge sharing, and strengthen collaboration between teams. With this approach, employees can master and develop relevant work competencies optimally.

Besides Transformational Leadership and Learning Organization, Work Environment It is also an important factor that affects employee retention in a company. The environment is not only about physical comfort in the workplace, but also about the atmosphere we create, the people around us, as well as the values that we bring to every interaction and everyday conversation. According to Islam et al. (2021), Work Environment covers various non-financial aspects in the workplace that play a role in supporting employees in carrying out their duties. This includes relationships with superiors and colleagues, organizational culture, work atmosphere, self-development opportunities, flexibility, and facilities available at work. Research conducted by Naz et al. (2020) shows that a supportive work environment has a positive and significant relationship to organizational commitment. Employees who feel supported by their bosses, coworkers, and the organization as a whole tend to have higher levels

of commitment to their work and organization. This is further reinforced by Chillakuri's (2020) study of 336 Generation Z respondents in the information technology (IT) industry, which found that strong employer support can reduce the negative impact of unmet work expectations. This kind of support not only helps in maintaining organizational commitment, but it can also reduce stress and encourage employees to stay motivated at work (Naz et al., 2020). Further data, shows that more than 80% of employees want to work in a place that provides support and creates a conducive work atmosphere (Naz et al., 2020). Moreover Abdou et al. (2022) highlighting that aspects of the work environment such as communication, work atmosphere, and the behavior of superiors and colleagues have a significant role in influencing turnover intention employee. This is in line with the preferences of Generation Z, who are highly considerate Work environment in choosing a job. When they face an unsupportive environment, the tendency to leave work increases (Damayanti & Wulansari, 2024). The latest statistical data even shows that for Generation Z in Indonesia, the main factor in choosing a workplace is Supportive Work Environment, which ranks first in their priorities (Statista, 2024).

Based on the phenomena and problems that have been described, the turnover challenges faced by PT. XYZ, particularly employees in the IT division of Generation Z, is the main focus of this research. Generation Z has unique characteristics and expectations of the work environment, which often influences their decision to stay or leave the company.

By paying attention to various aspects such as literature review, theoretical foundations, and empirical evidence from previous research on the influence of non-financial factors on Turnover Intention, this study aims to analyze the influence of Digital Transformational Leadership, Learning Organization, Supportive Work Environment and Organizational Commitment on Turnover Intention. The results of this research are expected to provide relevant insights for PT. XYZ in managing Generation Z talent, as well as helping companies face challenges in reducing turnover risks.

By paying attention to various aspects such as literature review, theoretical foundations, and empirical evidence from previous research on the influence of non-financial factors on Turnover Intention, this study aims to: (1) analyze the negative influence of Digital Transformational Leadership on Turnover Intention in Generation Z IT employees at PT. XYZ; (2) examine the positive influence of Digital Transformational Leadership on Learning Organization in Generation Z IT employees at PT. XYZ; (3) investigate the positive influence of Digital Transformational Leadership on Organizational Commitment in Generation Z IT employees at PT. XYZ; (4) determine the negative influence of Organizational Commitment on Turnover Intention in Generation Z IT employees at PT. XYZ; (5) assess the negative influence of Learning Organization on Turnover Intention in Generation Z IT employees at PT. XYZ; (6) explore the positive influence of Learning Organization on Organizational Commitment in Generation Z IT employees at PT. XYZ; (7) evaluate the positive influence of Supportive Work Environment on Organizational Commitment in Generation Z IT employees at PT. XYZ; and (8) analyze the negative influence of Supportive Work Environment on Turnover Intention in Generation Z IT employees at PT. XYZ.

The findings of this research are expected to provide several benefits. Theoretically, this study contributes to enriching the literature on organizational behavior, particularly regarding turnover intention among Generation Z employees in the IT sector, and validates existing theories in the Indonesian context. Practically, the results offer valuable insights for PT. XYZ management in designing more effective retention strategies, developing leadership programs that align with Generation Z characteristics, creating a supportive work environment, and implementing learning organization initiatives. Furthermore, this research provides a foundation for future empirical studies examining the complex relationships between

leadership styles, organizational culture, and employee retention in the digital era, particularly in developing countries.

RESEARCH METHOD

This study employed a quantitative approach using numerical data and statistical methods for objective analysis and hypothesis testing. A survey design with questionnaires was chosen to collect data from a large population within a short timeframe. The questionnaires, distributed online via Google Form in April 2025, used a 5-point Likert scale to measure the variables (Anjarwati et al., 2024).

The independent variables were Digital Transformational Leadership, Learning Organization, and Supportive Work Environment, with Organizational Commitment as the mediator and Turnover Intention as the dependent variable (Candra et al., 2021; Hair et al., 2022; Hirose & Creswell, 2023). The unit of analysis was the individual level, focusing on Generation Z employees in the IT division at PT. XYZ (Bougie & Sekaran, 2020).

The population consisted of all 224 Generation Z IT employees at PT. XYZ (Candra et al., 2021; Giang et al., 2024). Using purposive sampling, a sample of 142 respondents was selected based on criteria such as permanent IT employment, a minimum of one year of service, and age between 20-30 years (Bougie & Sekaran, 2020; Hair et al., 2022; Ullah & Ali, 2025). The sample size was determined using the Krejcie & Morgan formula at a 95% confidence level and 5% margin of error (Krejcie & Morgan, 1970 in Melina & Zulfa, 2022).

Data analysis involved descriptive statistics and Partial Least Squares Structural Equation Modeling (PLS-SEM). PLS-SEM is suitable for analyzing complex models with multiple latent and manifest variables, especially with limited sample sizes and non-normal data (Sayyida, 2023). The analysis included a measurement model to assess relationships between latent variables and indicators, and a structural model to test hypothesized relationships (Ghozali, 2021; Saragih et al., 2024). Hypotheses were tested using SmartPLS version 4.1.1.2 software (Ardi & Isnayanti, 2020).

RESULTS AND DISCUSSION

Demographic Profile of Respondents

Respondents in this study were obtained through a questionnaire distributed online in April 2025 using the Google Form platform. The questionnaire link is only given to respondents who meet the predetermined criteria, namely employees who have worked at PT XYZ for at least one year, are part of the IT Division, are in the age range of 20 to 30 years (Generation Z), have the status of active employees at the time the study takes place, and are willing to participate and are in good health during the data collection process. Of the total questionnaires disseminated, as many as 172 respondents met all the criteria that had been set. The following tables show the details of the respondent demographic data used in this study.

Respondent Gender

Based on the survey results data that has been collected, the total number of respondents is 172 people. Of these, 108 respondents (63%) were men, while 64 respondents (37%) were women.

Table 1. Distribution of Respondents by Gender

Gender	Number of Respondents	Percentage (%)
Man	108	63%
Woman	64	37%
Total	172	100%

Source : Data Processing Results (2025)

Based on the data in Table 1, it can be seen that male respondents were the group that participated the most in this study. This condition is in line with the proportion of employees in the Generation Z IT Division of PT. XYZ, which is indeed dominated by men, fits into the current talent structure.

Respondent Age

This study collected respondent data divided into three age groups, as shown in Table 2 below:

Table 2. Distribution of Respondents by Age

Age	Number of Respondents	Percentage (%)
20-23 years old	43	25%
24-26 years old	79	46%
27-30 years old	50	29%
Total	172	100%

Source : Data Processing Results (2025)

In this study, the age range of respondents was grouped every three years to facilitate the analysis of differences in perceptions between age groups towards the variables studied.

Respondent's Length of Employment

The respondents in this study were dominated by talents with a working period of 1 to 2 years, which was 94 people or 55% of the total respondents. Meanwhile, as many as 62 respondents (36%) have a service period of 3 to 5 years, and the rest, 16 respondents (9%), have a service period between 6 to 10 years.

Table 3. Distribution of Respondents Based on Length of Service

Long Time Working	Number of Respondents	Percentage (%)
1-2 years	94	55%
3-5 years	62	36%
6-10 years	16	9%
Total	172	100%

Source : Data Processing Results (2025)

Descriptive Data Analysis

Descriptive analysis of variables in this study was carried out to find out the average value, maximum value, minimum value, and standard deviation of the data that has been obtained. This study uses a Likert scale with a value range of 1 to 5.

Table 4. Respondent Answer Score

Statement	Score
Strongly agree	5
Agree	4
Neutral	3
Disagree	2
Very disagrees	1

Source : Data Processing Results (2025)

In this study, the scale used has a minimum value of 1 and a maximum of 5. To assign a value category of each statement, an interval range calculation is required, as described in the following formula:

$$\text{Interval value} = \frac{\text{Maximum Value} - \text{Minimum Value}}{\text{Number of Intervals}}$$

Based on the results of the calculation of the interval value, the range of values used to categorize each score criterion in this study was obtained, as follows:

$$\text{Interval value} = \frac{5 - 1}{5} = 0,8$$

Displays the scores obtained through the calculation of the interval value formula, which is the basis for categorizing the average score of each indicator. Furthermore, the descriptive analysis of each research variable is described below.

Descriptive Variables *Digital Transformational Leadership*

Based on the results of filling out the questionnaire, the average Generation Z respondent in PT XYZ's IT division stated that they agreed with the implementation of Digital Transformational Leadership in the company, with an average score of 3.41.

The DTL8 indicator ("My boss encourages automation of work processes through the use of technology") recorded the highest average value of 3.62. This shows that the majority of respondents feel that their boss is already actively encouraging the adoption of automation and technology in the workplace. This shows that the aspect of work digitalization has received quite good reception.

On the other hand, the two indicators with the lowest scores were DTL1 ("Superiors become role models") and DTL2 ("Superiors convey the organization's vision and mission"), each recorded a mean of 3.26 and was classified as Neutral. These findings indicate that although digital transformation initiatives have been implemented, leaders have not really been present as inspirational role models and directly guide their teams in the process. Especially in the delivery of vision, there is a gap between the company's strategy and the team's understanding. Vision needs to be cascaded concretely and in stages, not just stopping at the managerial level so that its relevance is truly understood, implemented, and felt by the team, especially Generation Z.

In addition, 7% of respondents voted "Strongly Disagree" and 22% voted "Disagree", which is spread across all indicators. This indicates that there is still significant room to strengthen the implementation of Digital Transformational Leadership to be more in line with the expectations and characteristics of Generation Z. PT XYZ IT employees. Because in the end, digital transformation is not only about technology, but also about leadership who is able to become role models, translators of direction, guardians of values, and drivers of enthusiasm in facing change.

Descriptive Variables *Learning Organization*

Based on the results of filling out the questionnaire, the average Generation Z respondent in PT XYZ's IT division stated that they agreed with the implementation of Learning Organization in the company, with an average score of 3.63.

The highest scores were recorded on the indicators LO5 ("My organization encourages employees to take initiative") and LO8 ("In my organization, leaders are constantly looking for opportunities to learn"), with an average of 3.63. This shows that the majority of respondents consider organizations to support a culture of initiative and continuous learning at the leadership level.

In general, the application of Learning Organization principles is considered quite good by Generation Z employees of PT XYZ's IT division. However, there were 5% of "Strongly Disagree" and 16% "Disagree" answers spread across various indicators. This indicates that although the majority of employees feel the organization's learning practices, there are still some who have not fully felt its impact evenly.

Descriptive Variables Supportive Work Environment

Based on the results of filling out the questionnaire, the average Generation Z respondent in PT XYZ's IT division stated that they were neutral on the implementation of a Supportive Work Environment in the company, with an average score of 3.40. This shows that most employees have not fully experienced a truly supportive work environment, even though there are already positive aspects that are felt.

The SWE11 indicator ("I can discuss openly with colleagues in the team to find solutions to existing work problems") recorded the highest average score of 3.50 (Agree), This shows that the culture of discussion and openness within the team is relatively well underway, especially in finding joint solutions to work problems.

However, the two lowest scoring indicators were SWE8 ("I feel valued by colleagues") with a value of 3.31 and SWE4 ("My boss gave me the help I needed in a difficult situation") with a value of 3.32, which fell into the Neutral category. This shows that some respondents still feel underappreciated by their colleagues and feel that the help provided by their superiors in difficult situations is still insufficient.

In addition, there were 187 10% answers in the "Strongly Disagree" category and 386 20% answers in the "Disagree" category spread across all indicators. This shows that although the implementation of the Supportive Work Environment at PT XYZ is quite good, with several indicators showing positive results, there are still some areas that need attention.

Descriptive Variables Organizational Commitment

Based on the results of filling out the questionnaire, the average Generation Z respondent in PT XYZ's IT division stated that they were neutral on the implementation of Organizational Commitment in the company, with an average score of 3.21.

It showed that 36% of the answers were Agree and 15% of the answers were Strongly Agreed, but there were still 139 answers (12%) in the Strongly Disagree category and 272 answers (23%) in the Disagree category. The indicators in the Organizational Commitment variable that have the highest average score are OC2 with the statement "I feel that every problem faced by this organization is also my responsibility" and OC7 with the statement "I feel I have a responsibility to stay in this organization as a form of return for what I have received", both of which have an average of 3.31. This shows that most respondents feel a sense of responsibility towards the organization and feel an obligation to stay in the company.

However, the indicators with the lowest average scores were OC1 with the statement "I am happy to spend the rest of my career in this organization", which obtained an average of 3.09, as well as OC3 with the statement "I have a strong emotional attachment to this organization" and OC6 with the statement "I am not considering leaving my organization now due to a sense of obligation to him", Both of which obtained an average of 3.16.

Descriptive Variables Turnover Intention

It showed that 36% of the answers were Agree and 15% of the answers were Strongly Agreed, but there were still 139 answers (12%) in the Strongly Disagree category and 272 answers (23%) in the Disagree category. The indicators in the Turnover Intention variable that have the highest average score are TI1 with the statement "I often seriously consider leaving my current job" which obtained an average of 2.79, and TI2 with the statement "I may look for a new job next year" which obtained an average of 2.71. This shows that most respondents feel that they sometimes consider leaving their jobs, but there is no strong desire to do so immediately.

However, the indicators that have the lowest average values are TI3 with the statement "I plan to leave this company within the next 6 months to 1 year", which obtains an average of 2.52, and TI5 with the statement "I am actively looking for a job with a higher salary", which obtains an average of 2.63. This indicates that while there are some respondents who are

considering leaving their jobs or looking for other jobs, the level of their willingness to do so is still low.

Discussion

The results of this study reveal several significant findings regarding the influence of Digital Transformational Leadership, Learning Organization, Supportive Work Environment, and Organizational Commitment on Turnover Intention in Generation Z IT employees at PT XYZ. Based on the analysis using Partial Least Square - Structural Equation Modeling (PLS-SEM), all hypotheses proposed in this study were successfully supported by significant evidence. However, the influence of each variable on turnover intention varies, with some variables showing good performance but still requiring attention in terms of importance.

Digital Transformational Leadership (DTL) was shown to have a significant negative influence on Turnover Intention, with a coefficient of -0.242 and a p-value of 0.013, which indicates that the higher the implementation of digital leadership, the lower the employee's intention to leave. DTL also has a positive effect on Organizational Commitment (OC) (coefficient 0.342, p-value 0.001), which indicates that digital leadership is able to increase employees' emotional attachment to the company. In addition, Digital Transformational Leadership (DTL) shows a significant positive influence on Learning Organization (LO) (coefficient 0.421, p-value 0.000), which means that digital leadership supports the creation of a learning culture in the organization, which is very important for the development of companies in the digital era. Learning Organization (LO) has also been shown to reduce Turnover Intention (coefficient -0.166, p-value 0.037) and increase Organizational Commitment (coefficient 0.289, p-value 0.015), which suggests that a strong learning culture can strengthen employee commitment to the company. Organizational Commitment (OC) has a negative influence on Turnover Intention (coefficient -0.299, p-value 0.003), which indicates that the higher the employee's commitment to the company, the lower their intention to leave. Although the average score for OC is at a value of 3.21 which indicates a neutral position, there is still room to increase employee emotional attachment to the organization, especially on the OC3 indicator.

Supportive Work Environment (SWE) was shown to have a negative influence on Turnover Intention (coefficient -0.210, p-value 0.028) and a positive influence on Organizational Commitment (coefficient 0.348, p-value 0.005). This suggests that a supportive work environment can reduce turnover intent and increase employee commitment. However, some indicators such as SWE4 (support of superiors in difficult situations) and SWE8 (sense of appreciation by colleagues) still need to be improved to optimize their influence on reducing turnover intention and increasing employee commitment.

Based on the results of the tests and analyses that have been carried out, the final conclusion of this study reveals the influence of Digital Transformational Leadership, Learning Organization, Supportive Work Environment, and Organizational Commitment on Turnover Intention Generation Z IT employees at PT XYZ. The results of the test and hypothesis analysis show significant evidence supporting the relationship between these variables. The resulting conclusions and interpretations also compare the findings of previous research, thus providing a more comprehensive and relevant picture to the context of this study.

CONCLUSION

This study concluded that Digital Transformational Leadership, a Learning Organization culture, and a Supportive Work Environment are crucial and interconnected factors in reducing turnover intention among Generation Z IT employees at PT. XYZ. Digital Transformational Leadership not only directly lowers turnover intention but also enhances

Organizational Commitment and promotes a learning culture. Both the Learning Organization and Supportive Work Environment further reduce turnover intention by strengthening employees' commitment. Organizational Commitment itself serves as a strong direct deterrent to turnover. These findings highlight that non-financial factors such as modern leadership, continuous learning, and a supportive environment are vital for fostering loyalty and retention among young tech employees. Future research should broaden the scope by including diverse samples across industries, company sizes, and cultures, and consider longitudinal designs to clarify long-term causal effects. Additional studies might investigate other mediators or moderators like individual resilience, digital literacy, or elements of organizational culture—including innovation climate and diversity initiatives—to develop a more comprehensive employee retention model for digital-native generations.

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