

“Determinants of turnover intention in the context of SMEs: Do generational differences matter?”

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DETERMINANTS OF TURNOVER INTENTION IN THE CONTEXT OF SMES: DO GENERATIONAL DIFFERENCES MATTER?

Abstract

This study examines the interplay among organizational justice, perceived organizational support (POS), job embeddedness, and the intention of employees in SMEs to leave their positions with generations (Gen Y and Gen Z) as a moderator. The sample of this study includes SME employees in Indonesia, consisting of several sectors, such as handicrafts, culinary, fashion, and accommodation. The data collection involved the distribution of questionnaires, both in person and online, from January to March 2024, employing a purposive sampling, resulting in 268 valid responses. The hypotheses were subsequently validated utilizing PLS-SEM and MGA. The findings demonstrate that organizational justice ($\beta = -0.397, p = 0.000$), POS ($\beta = -0.202, p = 0.000$), and job embeddedness ($\beta = -0.285, p = 0.000$) negatively affect turnover intention. Conversely, organizational justice ($\beta = 0.405, p = 0.000$) and POS ($\beta = 0.314, p = 0.000$) positively affect job embeddedness. Ultimately, the results of the moderation analysis of generations revealed differences between Gen Y and Gen Z in the effects of organizational justice ($\beta = -0.189, p = 0.019$) and POS ($\beta = 0.180, p = 0.070$) on turnover intention, and also in the effects of organizational justice ($\beta = 0.195, p = 0.024$) and POS ($\beta = -0.241, p = 0.013$) on job embeddedness. Contrarily, there is no significant difference between Gen Y and Gen Z in the relationship between job embeddedness and turnover intention ($\beta = 0.089, p = 0.228$). This paper offers substantial insights into the existing body of knowledge, particularly in addressing the issue of SMEs' employee turnover intention.

Keywords

organizational justice, perceived organizational support,
job embeddedness, turnover intention

JEL Classification

J63, M12, O15

INTRODUCTION

In an increasingly competitive market environment, retaining quality employees from leaving is necessary to maintain organizational effectiveness and efficiency (Zia et al., 2022). Employee turnover has become a severe challenge for almost all organizations worldwide because it causes the loss of high-quality employees (Saleh et al., 2023). Employee turnover will disrupt organizational operations and incur costs for recruiting and training new employees (Cheng, 2024). High employee turnover will harm the sustainability of the organization, where employees with strong turnover intentions tend not to have a heart and soul attachment to the organization, are not focused on work, are not motivated to achieve organizational goals, and seek and leave the organization when there are job opportunities available in other organizations (Wahyudi et al., 2022). On the other hand, by minimizing employee turnover rates, organizations will be better able to build and develop a solid organization facing an increasingly complex and competitive market environment (Lu et al., 2023).

In the context of small and medium enterprises (SMEs), the impact of employee turnover tends to be more significant than in large companies due to limitations in terms of resources, human resource management systems, and the ability to recruit and train replacement workers. Losing one key employee can disrupt operational stability, reduce productivity, and increase operational costs (Jabid et al., 2025). Furthermore, Hui (2021) stated that, for SMEs, even a high intention to leave can have a negative impact on work stability and motivation. Besides, the process of recruiting and training replacement employees often costs money and time that is not commensurate with the capacity of SMEs (Saleh et al., 2023). Therefore, understanding the determinants of employee turnover intentions is increasingly important to maintain the sustainability and competitiveness of SMEs.

Various studies have indicated that high or low employee turnover is closely related to perceptions of fairness and organizational support (POS) (Arici et al., 2021; Supi et al., 2023). However, there is limited empirical information regarding the role of perceived justice and POS in determining turnover intention in the domain of SMEs. Furthermore, no clear answer exists on how employee turnover intention differs between generational groups (Gen Y and Gen Z). Therefore, further studies are necessary to obtain empirical evidence regarding the differences in the determinants of turnover intention between Gen Y and Gen Z in SMEs.

1. LITERATURE REVIEW

This research employs social exchange theory (SET) and generational cohort theory as the foundational frameworks for constructing the model. SET serves as a conceptual framework recognized for its capacity to elucidate the behaviors exhibited by employees in the workplace (Saleh et al., 2023). In SET, employee behavior is influenced by the cost-benefit exchange process between the parties (Yang et al., 2023). The exchange process between the two parties creates unspecified obligations (Jabid et al., 2023). Employees receiving benefits from the organization will form certain organizational behaviors as a reward for what the organization has provided (Bhowmik et al., 2023). When it comes to turnover behavior, whether or not an employee remains in an organization is the employee's return for the benefits obtained from the organization in the form of support, attention, and justice (Lai et al., 2022).

Furthermore, generational cohort theory suggests that individuals can be categorized into generational groupings according to birth year, where grouping by generation is much more effective than age (Leslie et al., 2021). This is because each generational group displays different values, perspectives, and behaviors, which is an implication of the differences in social and political experiences and events experienced by each generation (Lee et al., 2022). Generational cohort theory has

been applied widely, especially in the human resources discipline (Gupta, 2019; Kim et al., 2016). By understanding the behavioral differences of each generation, managers can map out appropriate motivation strategies depending on which generation is targeted (Pittman et al., 2024).

Organizational justice relates to the perceptions held by individuals regarding the fairness or lack thereof in the treatment they receive from the organization within the workplace environment (Estreder et al., 2020). Organizational justice can take the form of methods, systems, or procedures (Ahmed et al., 2019). According to SET, equitable treatment of employees by the organization fosters a reciprocal commitment, leading them to remain with the organization rather than seek opportunities elsewhere (Edrees et al., 2023). Furthermore, the connection between employees and organizations is a reciprocal exchange between the parties (Stofberg et al., 2022). Thus, whether employees survive depends on how the organization treats them. Various scholars agree that organizational justice can reduce the propensity of employees to depart (Mustafa et al., 2023; Supi et al., 2023). Individuals will feel satisfied if the organization treats them fairly; ultimately, employees will show their commitment to continue to survive and achieve every organizational goal (Hussain & Khan, 2019). Conversely, low organizational justice will have implications for the formation of turnover intention (Raza et al., 2022).

Organizational justice is also believed to strengthen employees' emotional attachment to the organization where they work (Arici et al., 2021). Employee perceptions of organizational justice determine how employees develop attitudes and behavior, especially in conditions of uncertainty, and can minimize negative impacts related to work (Farndale et al., 2022). According to SET, individuals within an organization who perceive equitable treatment are likely to cultivate favorable sentiments and connections to their professional responsibilities. Conversely, a lack of fairness will lead employees to develop manipulative behavior to achieve their personal goals (Zhang et al., 2020). Existing studies revealed that organizational justice predicts employee embeddedness with jobs and organizations. Individuals treated fairly by the organization tend to have confidence and trust, so that strong job embeddedness will be formed (Mashi et al., 2022; Nguyen et al., 2017).

Li et al. (2019) found that employees' beliefs are shaped by the degree to which the company fosters trust, acknowledges contributions, and supports their well-being. The concept of POS encapsulates the beliefs held by employees that the company acknowledges and nurtures their contributions (Aggarwal et al., 2022). POS is believed to be one of the critical determinants of turnover intention (Duarte & Silva, 2023; Huning et al., 2020). Whether employees' contributions and behavior are good is determined by the extent of the organization's concern and support for their well-being (Raji & Ismail, 2023). POS has enormous implications for employee attitudes and behavior because POS can build employees' trust and dedication toward the organization, ultimately minimizing employees' tendency to depart (Stofberg et al., 2022). Examining the dynamics through the lens of SET reveals that the interaction between individuals and the organization is fundamentally reciprocal. When the organization extends attention and support to its employees, it fosters a sense of obligation within the employees to return this favorable treatment (Georgiadou et al., 2024). Consequently, individuals within the organization who are afforded attention and support are likely to respond by exhibiting constructive behaviors and demonstrating a reduced intention to depart (Satardien et al., 2019). A range of studies has demonstrated an inverse correlation between POS and the intention to leave (Jolly et al., 2021; Karatepe et al., 2022; Kissi et al., 2023).

POS has been reported to enhance positive outcomes, such as job embeddedness (Froese et al., 2021; Mashi et al., 2022). Support from the organization can assist employees in minimizing fatigue and help employees face challenges by providing the resources employees need (Jiang & Li, 2023). According to Asghar et al. (2021), support from the organization increases positive mood and makes employees feel satisfied with their work, thus reducing stress levels and strengthening employees' positive emotions toward their job (Dogantekin et al., 2022). SET suggests that strong psychological ties between employees and the organization result from exchanges between the parties (Rahimnia et al., 2022). When individuals perceive that the organization is attentive to their needs, they are inclined to experience a sense of duty to contribute positively (Srivastava & Agrawal, 2020). Consequently, individuals who obtain assistance from the organization are likely to exhibit greater commitment and cultivate favorable sentiments towards their work and the organization itself (Wang, 2024). Furthermore, Dirican and Erdil (2022) reported that employees will build strong embeddedness when they feel recognized and supported by the organization for every effort they have made for the organization.

Job embeddedness is described as a net that can trap people (Agarwal et al., 2019). Job embeddedness signifies an employee's psychological tie with their role and the organization, fostering a commitment that encourages them to remain within the company rather than depart (Dechawatanapaisal, 2023). Job embeddedness denotes the extent to which employees recognize their connections and alignment with the organization and the potential losses they would face upon departure (Fuchs et al., 2022). Job embeddedness has garnered significant attention in numerous studies due to its critical function in preventing employee turnover within organizations (Arici et al., 2021; Cheng, 2024; Huang et al., 2021). Employees with high embeddedness have relatively stronger connections to the organization, so the possibility of employees leaving is lower (Treuren, 2019). On the other hand, low job embeddedness will make employees less concerned with organizational values and tend to leave the organization (Teng et al., 2021). Empirical evidence has revealed a strong negative relationship between job embeddedness and turnover intention (Joubert et al., 2023; Zia et al., 2022).

A generation comprises individuals of comparable age who occupy the same social context and encounter analogous societal occurrences (Gabriellova & Buchko, 2021). The theory of cohort generations posits that individuals sharing analogous historical and social experiences tend to exhibit comparable characteristics, attitudes, and behaviors (Lee et al., 2022). Various empirical studies have revealed that different generational groups produce different organizational behaviors, including employee turnover intention (Lee et al., 2022; Silva et al., 2023). Thus, investigating generational differences concerning employee behavior in the workplace can enable organizations to segment human resources and apply different treatments to each generation (Kim et al., 2016). Gen Y is a group of individuals born in 1981-1995 (Leslie et al., 2021). Gen Y employees want immediate feedback on their performance and recognition for their contributions. Furthermore, there exists a propensity for a commitment to ongoing learning and development, as individuals endeavor to perpetually enhance their knowledge and skills to ensure their relevance within organizations (Gupta, 2019). Furthermore, Frye et al. (2020) indicated that Gen Y often exhibits a robustly affirmative approach to work, demonstrates reduced cynicism regarding employment, and shows diminished monetary motivation compared to earlier generations. On the other hand, Gen Z is a group of individuals born in 1996-2010 (Leslie et al., 2021). Within professional settings, Gen Z often culti-

vates relationships, secures substantial salaries, and contributes social advantages to their work environment, enhancing job satisfaction and retention rates (Pittman et al., 2024). Based on Jayathilake et al. (2021), Gen Z employees have a different way of thinking and working patterns from previous generations, where even though Gen Z employees have the opportunity to contribute to organizational goals with their skills and knowledge, Gen Z tends to have low loyalty to the organization.

The present study aims to investigate the influence of organizational justice, POS, and job embeddedness on the turnover intentions of employees within SMEs. Furthermore, this investigation examined how these relationships vary across generational cohorts (Gen Y vs Gen Z), as illustrated in the conceptual framework (Figure 1). These are the study's hypotheses:

- H1: *Organizational justice negatively affects turnover intention.*
- H2: *Organizational justice positively affects job embeddedness.*
- H3: *POS negatively affects turnover intention.*
- H4: *POS positively affects job embeddedness.*
- H5: *Job embeddedness negatively affects turnover intention.*

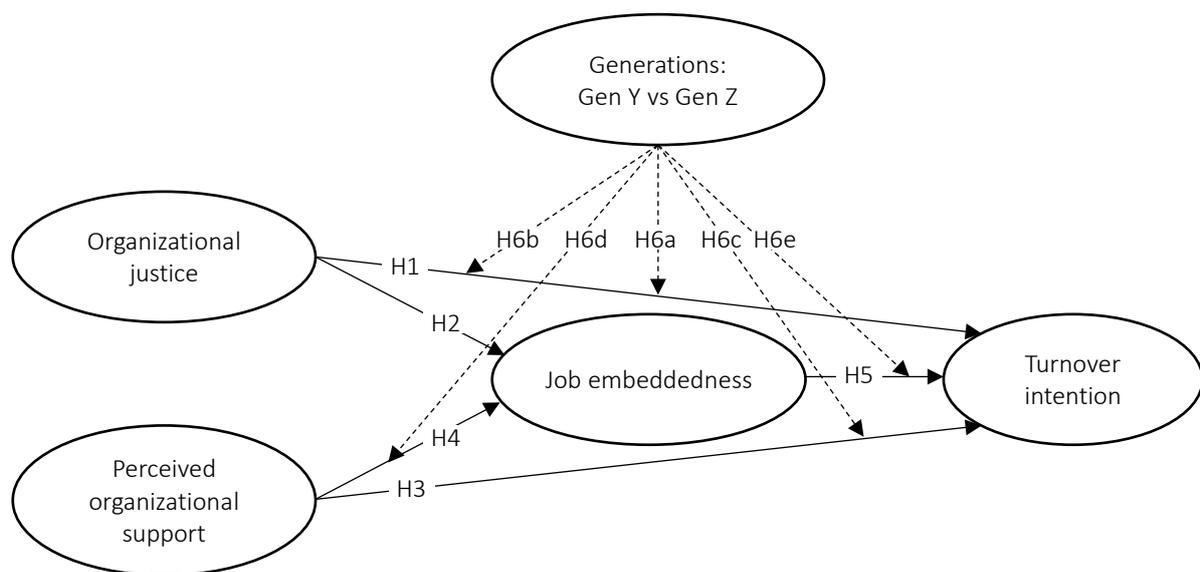


Figure 1. Conceptual model

- H6a: Generational cohorts moderate the effect of organizational justice on turnover intention.*
- H6b: Generational cohorts moderate the effect of organizational justice on job embeddedness.*
- H6c: Generational cohorts moderate the effect of POS on turnover intention.*
- H6d: Generational cohorts moderate the effect of POS on job embeddedness.*
- H6e: Generational cohorts moderate the effect of job embeddedness on turnover intention.*

2. METHODOLOGY

The present study focuses on SME employees in Indonesia as target respondents. This study considers several SME sectors, which are the dominant sectors in Indonesia, such as handicrafts, culinary, fashion, and lodging. The selection ensures that the study captures a diverse range of SME employees' perspectives on turnover intentions, offering a comprehensive understanding of the factors that determine turnover intentions. A self-administered questionnaire was employed to gather data through a purposive sampling approach. The questionnaires were distributed in person and online (e.g., Facebook, Instagram, WhatsApp, and email), considering that Indonesia is an archipelagic country.

The respondents involved in the survey must meet several criteria, such as permanent or contract employees who have worked for at least one year in the SME where they work, are directly involved in the daily operations of the business, and have worked in an SME that has been actively operating for at least the past two years. These criteria are set to ensure that the respondents involved have sufficient understanding to answer the research questions because they have direct experience in the SME work environment and are involved in the dynamics of the work relationship that is the focus of this study. The SMEs that are the location of the study are spread across several provinces in Indonesia, including Jakarta, East Java, West Java, South Sulawesi, and North Maluku, which are known to have a

high concentration of the SME sector in the field studied. Furthermore, respondents in this study consist of various types of employees who work in the production, service, administration, and marketing lines. By involving employees from various work functions, it is hoped that a more comprehensive understanding can be obtained regarding their perceptions and motivations towards turnover intention.

This study received ethical approval from the ethical committee of the researcher's institution. Before providing responses, respondents are first informed that the data provided is guaranteed to be secure and anonymous and will only be used for research purposes. At this stage, the researcher complies with all ethical considerations during the research process, where participants are informed about the purpose of the research and the assurance of confidentiality of their responses and personal data. Since participation is voluntary, respondents are first asked for verbal consent to be involved in the research. Only participants who provide consent will participate.

There are two parts to the questionnaire; each part contains different questions. In the first part, respondents are asked to fill in questions regarding demographic data, such as gender, age, education, and length of work. Next, respondents were asked to provide an assessment of each variable studied. Data were collected from January to March 2024, resulting in 352 responses. After screening, 84 questionnaires were declared invalid and were not used in the following analysis stage. As a result, 268 complete and valid responses (76% response rate) will be considered in this study. This research employs partial least squares structural equation modeling (PLS-SEM) and multi-group analysis (MGA) methodologies to validate the hypothesis. Table 1 presents the demographic data of the respondents.

The constructs were measured using established and validated scales adapted from previous research, thereby ensuring the reliability and validity of the measurements. The present study used a five-point Likert scale (1 = strongly disagree to 5 = strongly agree) for each measurement item, which describes SME employees' perceptions of turnover intentions and related constructs. Specifically, the

six-item scale from Ahmed et al. (2019) was adapted to assess employees' perceptions of organizational justice. Furthermore, the five-item scale from Yin et al. (2023) was adapted to assess POS. Furthermore, the seven-item scale developed by Akgunduz and Sanli (2017) was adapted to assess employee job embeddedness. Finally, the three-item scale developed by Mustafa et al. (2023) was adapted to assess employee turnover intention. A complete description of the measurement items in this study is presented in Appendix A.

Table 1. Demographic data of respondents

Profiles	Frequency	Percentage (%)
Gender		
Male	117	43.7
Female	151	56.3
Generation		
Gex Y	143	53.4
Gen Z	125	46.6
Education		
High school or lower	122	45.5
Diploma	98	36.6
Bachelor	39	14.6
Master	9	3.4
Length of work		
1 to less than 3 years	117	43.7
3 to less than 6 years	102	38.1
6 to less than 9 years	38	14.2
More than 9 years	11	4.1

3. RESULTS

According to Hair et al. (2019), the evaluation of the measurement model in this study involved an assessment of the construct's validity and reliability. Table 2 presents this study's convergent validity and reliability findings. The findings indicate that the loading value of the reflective indicator falls between 0.713 and 0.877, thereby satisfying the threshold of 0.70, as recommended by Hair et al. (2019). The results also indicate acceptable convergent validity because each construct's Average Variance Extracted (AVE) values are above 0.50 (Hair et al., 2019). Additionally, the findings validate strong internal consistency reliability for each construct, as indicated by Cronbach's alpha and composite reliability values exceeding 0.70 (Hair et al., 2019).

Table 2. Convergent validity and reliability results

Items	Loadings	AVE	Cronbach's alpha	Composite reliability
Organizational justice				
OJ1	0.811	0.659	0.897	0.920
OJ2	0.811			
OJ3	0.842			
OJ4	0.841			
OJ5	0.769			
OJ6	0.793			
Perceived organizational support				
POS1	0.713	0.605	0.836	0.884
POS2	0.760			
POS3	0.847			
POS4	0.794			
POS5	0.770			
Job embeddedness				
JE1	0.825	0.665	0.916	0.933
JE2	0.805			
JE3	0.848			
JE4	0.859			
JE5	0.836			
JE6	0.750			
JE7	0.783			
Turnover intention				
TI1	0.829	0.739	0.823	0.895
TI2	0.877			
TI3	0.872			

Next, the heterotrait-monotrait correlation ratio (HTMT) value was assessed to evaluate discriminant validity. As shown in Table 3, the results indicate acceptable discriminant validity, considering that the HTMT correlation ratio value is below the threshold of 0.85, as suggested by Hair et al. (2019).

Table 3. Discriminant validity results (HTMT)

Construct	(1)	(2)	(3)	(4)
(1) Job embeddedness	–	–	–	–
(2) Organizational justice	0.547	–	–	–
(3) Perceived organizational support	0.515	0.378	–	–
(4) Turnover intention	0.657	0.703	0.556	–

The structural model's evaluation begins with assessing the variance inflation factor (VIF) value to confirm the absence of collinearity issues within the model (Hair et al., 2019). As shown in Table 4, the model has no collinearity problem, considering the AVE value is below the threshold of 3.3.

Next, the R² coefficient value is checked to evaluate the in-sample predictive power of the structural model (Hair et al., 2019). The results show that

Table 4. Structural model results

Path	Path coefficients	t-statistics	p-values	VIF	R ²
Organizational justice → job embeddedness	0.405	7.831	0.000	1.129	0.349
Perceived organizational support → job embeddedness	0.314	5.694	0.000	1.129	
Organizational justice → turnover intention	-0.397	9.352	0.000	1.381	0.502
Perceived organizational support → turnover intention	-0.202	3.524	0.000	1.280	
Job embeddedness → turnover intention	-0.285	5.091	0.000	1.536	

job embeddedness and turnover intention have R² values of 0.349 and 0.502, indicating weak and moderate in-sample predictive power of the structural model (Table 4).

Furthermore, hypothesis testing is carried out by examining the significance of the path coefficients in the model (Hair et al., 2019). The results presented in Table 4 demonstrate support for H1 and H3, indicating that organizational justice ($\beta = -0.397$, $p = 0.000$) and POS ($\beta = -0.202$, $p = 0.000$) have a negative impact on turnover intention. Conversely, organizational justice ($\beta = 0.405$, $p = 0.000$) and POS ($\beta = 0.314$, $p = 0.000$) positively impacted job embeddedness, thereby supporting hypotheses H2 and H4. Additionally, job embeddedness has a negative impact on turnover intention ($\beta = -0.285$, $p = 0.000$), thus supporting H5 as well.

This study applies multi-group analysis (MGA) to validate H6a to H6e. Table 5 displays the MGA results in this study. H6a and H6b suggested that the impact of organizational justice on turnover intention (H6a) and job embeddedness (H6b) would vary across different generations (Gen Y vs Gen Z). The findings indicate a negative and significant correlation between organizational justice and turnover intention in Gen Y ($\beta = -0.471$, $p = 0.000$) and Gen Z ($\beta = -0.283$, $p = 0.000$). The analysis confirmed a positive and significant relationship between orga-

nizational justice and job embeddedness in Gen Y ($\beta = 0.519$, $p = 0.000$) and Gen Z ($\beta = 0.323$, $p = 0.000$). Furthermore, notable differences were identified between Gen Y and Gen Z regarding the relationship between organizational justice and turnover intention (path differences = -0.189 , $p = 0.019$), as well as in the relationship between organizational justice and job embeddedness (path differences = 0.195 , $p = 0.024$). Consequently, H6a and H6b are affirmed.

Additionally, H6c and H6d indicated that the impact of POS on turnover intention (H6c) and job embeddedness (H6d) will vary across different generations (Gen Y compared to Gen Z). The findings indicate that POS has a negative impact on the turnover intention for both Gen Y ($\beta = -0.135$, $p = 0.032$) and Gen Z ($\beta = -0.315$, $p = 0.001$). There is no notable difference in the impact of POS on turnover intention when comparing Gen Y and Gen Z (path differences = 0.180 , $p = 0.070$), indicating that H6c is not supported. The findings indicate a noteworthy and statistically significant correlation between POS and job embeddedness for Gen Y ($\beta = 0.181$, $p = 0.001$) and Gen Z ($\beta = 0.422$, $p = 0.000$). Additionally, notable differences emerged between Gen Y and Gen Z regarding the connection between POS and job embeddedness (path differences = -0.241 , $p = 0.013$), thus supporting H6d.

Table 5. Multi-group analysis results

Hypothesis	Gen Y		Gen Z		Path coefficients diff (Gen Y-Gen Z)	P values (Gen Y vs Gen Z)
	Path coefficients	p-values	Path coefficients	p-values		
Organizational justice → turnover intention	-0.471	0.000	-0.283	0.000	-0.189	0.019
Organizational justice → job embeddedness	0.519	0.000	0.323	0.000	0.195	0.024
Perceived organizational support → turnover intention	-0.135	0.032	-0.315	0.001	0.180	0.070
Perceived organizational support → job embeddedness	0.181	0.008	0.422	0.000	-0.241	0.013
Job embeddedness → turnover intention	-0.244	0.001	-0.333	0.000	0.089	0.228

H6e concluded that the effect of job embeddedness on turnover intention varies across different generations, specifically between Gen Y and Gen Z. The findings indicate that job embeddedness has a negative impact on turnover intention among both Gen Y ($\beta = -0.244, p = 0.001$) and Gen Z ($\beta = -0.333, p = 0.000$). However, *H6e* was not supported because there was no significant difference between Gen Y and Gen Z in the relationship between job embeddedness and turnover intention (path differences = 0.089, $p = 0.228$).

4. DISCUSSION

The present study substantiates the notion that organizational justice negatively affects turnover intention. The results showed that the strength of employee turnover intention is significantly influenced by employees' perceptions of justice within the workplace. When employees perceive equitable treatment by the organization, their propensity to depart diminishes. This result is consistent with previous studies, which also revealed the vital role of organizational justice in determining employee turnover intention (Mustafa et al., 2023; Supi et al., 2023). The present study also showed that organizational justice positively affects turnover intention. The finding revealed that providing justice in the workplace will make employees more embedded in their jobs. The findings strengthen existing studies regarding the critical role of organizational justice in strengthening job embeddedness (Mashi et al., 2022; Nguyen et al., 2017). Furthermore, the existence of justice in the organization would build positive attitudes and feelings, which are the initial capital for forming job embeddedness. Analyzing the findings through the SET perspective, the findings demonstrate that the relationship between employees and organizations is an exchange relationship where low turnover intention and strong job embeddedness are a response to the organization's treatment of employees. Employees will build a commitment to remain and devote all their energy to achieving organizational goals as part of retribution for the fair treatment given to them.

This study substantiates that the perception of organizational support has an adverse effect on

turnover intention. The findings demonstrated that supporting employees will diminish their intentions to depart from the organization. Employees will continue to stay if the organization provides attention and support to employee contributions and well-being. The finding aligns with previous studies, which also revealed the vital role of POS in weakening employee turnover intention (Jolly et al., 2021; Karatepe et al., 2022; Kissi et al., 2023). Apart from that, this study also reveals that POS positively affects job embeddedness. The finding aligns with previous studies, which also revealed the critical role of POS in improving job embeddedness (Froese et al., 2021; Mashi et al., 2022). The findings showed that POS is a determining factor of job embeddedness. With POS, employees will feel more cared for, ultimately building a positive mood and a strong embeddedness between employees and their jobs. Conversely, employees will develop negative feelings and show low embeddedness in their jobs when the organization does not provide attention and support to them. From the perspective of SET, the findings of the present study demonstrate that when organizations provide trust and support to employees, they will feel grateful and try to repay this kindness by continuing to remain and devote all their energy to achieving organizational goals and forming positive feelings and strong emotional ties with the organization. Conversely, the absence of POS will cause individuals to feel alone and unsupported, increasing turnover intention and decreasing job embeddedness.

As hypothesized, this paper substantiates the inverse correlation between job embeddedness and the intention to leave one's position. The results corroborate earlier research, highlighting the significant influence of job embeddedness on turnover intention (Joubert et al., 2023; Zia et al., 2022). This study reveals that the level of turnover intention is determined by whether the employee's job embeddedness is strong or not. Low turnover intention is an implication of the employee's strong job embeddedness. When employees have strong job embeddedness, they tend to show a strong psychological connection with the job and organization, making them less likely to leave the organization. Employees with low job embeddedness tend not to have a

strong psychological bond with the organization, ultimately resulting in greater chances of leaving the organization.

The present study ultimately affirms the significant impact of the generational cohort (Gen Y and Gen Z) as a moderating factor within the model. This discovery corresponds with the fundamental concept of generational cohort theory, which posits that each generational group possesses distinct historical and social experiences that influence variations in organi-

zational behavior (Lee et al., 2022; Silva et al., 2023). Specifically, this study found that Gen Y employees, compared to Gen Z employees, consider organizational justice factors more in building turnover intention and job embeddedness. On the other hand, this study found that Gen Y and Gen Z employees prioritize POS and job embeddedness factors in building turnover intention. Furthermore, the present study found that compared to Gen Y employees, Gen Z employees considered POS factors more in building turnover intention.

CONCLUSION

This research seeks to explore the degree to which organizational justice and POS influence job embeddedness and the turnover intentions of employees within SMEs. This study aims to evaluate the distinctions in turnover intention and its determinants across Gen Y and Gen Z. This research establishes that the principles of organizational justice and the perception of organizational support serve as significant factors influencing job embeddedness and the intention to leave the organization. Moreover, the degree of turnover intention is influenced by the extent of employee job embeddedness. This study provides a significant advancement in the concept of SET by elucidating the mechanisms that connect organizational justice, POS, job embeddedness, and turnover intention. The results of this research indicate that a social exchange transpires between SMEs and their employees. When SMEs offer essential resources to their employees, such as fairness and support, those employees are likely to respond with strong job commitment and a reduced intention to leave the organization. Therefore, SME managers must always ensure that every employee receives equal treatment at work, provide transparency regarding the distribution of resources, and continually support the employees to increase job embeddedness and minimize employee turnover intention. Moreover, this research illustrates that Gen Y and Gen Z possess distinct factors influencing their turnover behavior. This study reveals that Gen Y and Gen Z exhibit varying degrees of deliberation in their decision-making processes regarding the choice to remain in or depart from their present employment environments. Regarding job embeddedness and turnover intention, Gen Y considers fairness factors in the workplace more than Gen Z. Meanwhile, compared to Gen Y, Gen Z considers POS factors more in building job embeddedness and minimizing turnover intention. Thus, SME managers need to provide different treatment between Gen Y and Gen Z to build job embeddedness and reduce employee turnover rates. For Gen Y, SME managers need to focus more on creating a perception of fairness by providing transparency and eliminating partiality in making decisions. Conversely, SME managers need to give more support to Gen Z employees by providing attention and concern for employees' conditions in the workplace.

This study identified several limitations, including the use of a cross-sectional approach, the generalizability of the findings, the use of respondents with relatively small age gaps, and differences in mediation effects between generational groups that were not focused on. Thus, longitudinal studies must be conducted to assess how changes over time influence employees' perceptions of the variables studied. Future studies could also compare two or more generational groups with a greater age gap, such as Gen X and Gen Y, to gain greater insight into differences in turnover behavior between generational groups. Finally, future studies could follow up on these limitations by conducting conditional mediation analyses to assess whether differences in mediation effects emerge across different generational groups.

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SUPPLEMENTARY MATERIALS

The data that support the findings of this study are openly available in Mendeley Data at <https://data.mendeley.com/datasets/y6bv87c3m4/1>.

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APPENDIX A

Table A1. Measurement Items

Statements	Source(s)
Organizational justice	
OJ1: My work schedule is fair	Ahmed et al. (2019)
OJ2: Job decisions are made by authorities in an impartial manner	
OJ3: To make job decisions, authorities collect accurate and complete information	
OJ4: Employees are permitted to challenge or appeal job decisions made by authorities	
OJ5: Regarding decisions made about my job, the authorities discuss the implications of those decisions with me	
OJ6: The authorities explain very clearly every decision taken regarding my job	
Perceived organizational support	
POS1: My organization cares about my well-being	Yin et al. (2023)
POS2: My organization takes my goals and values very seriously	
POS3: My organization cares about my opinion	
POS4: Help is available from my organization when I have problems	
POS5: My organization will forgive my honest mistakes	
Job embeddedness	
JE1: I feel attached to this organization	Akgunduz and Sanli (2017)
JE2: It will be difficult for me to leave this organization	
JE3: I am too busy with this organization to leave	
JE4: I feel bound to this organization	
JE5: I cannot leave the organization where I work	
JE6: It will not be easy for me to leave this organization	
JE7: I am closely connected with this organization	
Turnover intention	
TI1: I often think about quitting my present job	Mustafa et al. (2023)
TI2: I will probably look for a new job in the next year	
TI3: As soon as possible, I will leave the organization	