

The Influence of Person Organization Fit (P O Fit) and Work Environment on Turnover Intention Mediated by Organizational Commitment of Gen Z Employees at PT. Asahi Sukses Industri

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Abstract

Employee turnover intention is an important thing that needs to be considered in every company. Companies must be able to reduce the turnover rate which increases over time. Turnover intention has a big impact on the sustainability of company performance. So, companies must be able to properly maintain human resources. Employee performance is very important to improve company performance and employee performance because every business requires quality, innovative and creative human resources to be able to compete with its competitors. The aim of this research is to determine the direct and indirect influence between the variables Person Organizational Fit (P O Fit) and Work Environment mediated by Organizational Commitment on Turnover Intention. This research was conducted using a quantitative approach, the respondents were employees of PT. Asahi Sukses Industri, totaling 57 employees with Saturated sampling. The analytical method used in this research is Partial Least Square (PLS) using the SmartPLS version 3.0 program. The research results show that Person Organization Fit (P O Fit) has a significant effect on Turnover Intention with a t-statistic value ($4.932 > 1.96$), Work Environment has an insignificant effect on Turnover Intention with a t-statistic value ($0.735 < 1.96$), Organizational Commitment has an insignificant effect on Turnover Intention with a t-statistic value ($0.196 < 1.96$), Person Organization Fit (P O Fit) has a significant effect on Organizational Commitment with a t-statistic value ($2.730 > 1.96$), Work Environment has a significant effect on Organizational Commitment has a t-statistic value ($2.915 > 1.96$), Personnel Organization Fit (P O Fit) which is mediated by Organizational Commitment has an insignificant effect on Turnover Intention with a t-statistic value ($0.172 < 1.96$), Work Environment which is mediated by Organizational Commitment has an effect not significant for Turnover Intention with a t-statistic value ($0.175 > 1.96$).

Keywords: *Turnover Intention, Person Organization Fit (P O Fit), Work Environment, Organizational Commitment*

INTRODUCTION

Indonesia is a country that has made industry a driving force for the national economy. Industry is very important for economic development because of its ability to drive economic growth. The industrial sector also contributes to growth by becoming a production component. The expansion of the industrial sector is not only characterized by an increase in production volumes, but also an increase in the number of goods produced (Syara, 2019 dalam

Azwina et al., 2023). The manufacturing industry is one of the industries that will be greatly impacted by the Industrial Revolution 4.0. On the other hand, the Industrial Revolution 4.0 raises concerns about the replacement of human workers with robots which could weaken companies (Azwina et al., 2023).

Companies are finding it increasingly difficult to retain talented employees, especially in an increasingly competitive business environment (Kotze et al., 2020 dalam Supriyadi et al., 2021). Manufacturing companies face various challenges in keeping Gen Z employees committed and reducing turnover rates. Many employees stay or leave their jobs for various reasons. In its implementation, the company must own and manage elements that can support the achievement of these goals. One very important factor is Human Resources (HR).

Employee turnover intention is an important thing that needs to be considered in every company. Companies must be able to reduce the level of turnover intention which increases over time (Parwita et al., 2019 dalam Tampubolon & Sagala, 2020) . Turnover intention must be maintained, usually companies will carry out evaluations to measure employee job satisfaction, this is formed in order to improve the quality of both the employee and the company. Employees who feel uncomfortable at work, stressed, and have several personal considerations will apply for termination of employment. This means that employees volunteer to stop working for various reasons and their personal considerations (Puspitasari & Kirana, 2022). In achieving its goals, companies must pay attention to available resources, especially human resources. For many companies, employee turnover intention has become a serious problem, therefore managers must ensure that the company has the right people with the skills to carry out tasks to support the company thoroughly and effectively.

The impact of a high turnover intention rate can have an impact on the company, where the company will suffer losses due to the costs incurred in recruiting new employees with almost the same, worse or better competencies to fill the positions of employees who have left (Mobley in Puspitasari & Kirana, 2022). The desire of employees to leave the company can be observed based on the results of each employee's evaluation regarding relationships between companies that cannot be realized in an activity, so that they ultimately choose to leave the company (Chandra & Indriyani, 2018 in Puspitasari & Kirana, 2022). Usually companies will carry out evaluations to measure employee job satisfaction, this is done in order to improve the quality of both the employee and the company.

Based on the explanation by (Tampubolon & Sagala, 2020) The company will not run without help from HR. Therefore, human resources in companies usually have to be well maintained because employee turnover intention is an obstacle in achieving goals in a company. Companies need to implement a program with the aim of improving employee performance through organizational commitment. It is important for companies to implement a program with the aim of improving employee performance through organizational commitment.

One factor that is consistently associated with employee turnover intention is person organization fit. Paying attention to person organization fit is one way that can be done to overcome turnover intention in an organization. Companies must be able to reduce the level of turnover intention which increases over time (Parwita et al., 2019 in Tampubolon & Sagala, 2020). Good person organization fit will increase employee loyalty, commitment and involvement and employees will have an effective way of communicating. Poor person

organization fit results in employees often feeling dissatisfied and tending to consider leaving the organization (Arum, 2022).

One program implemented by a company to reduce employee Turnover Intention is by implementing Person Organization Fit. The research results of (Pawestri & Dewi, 2023) shows that Person Organization Fit has a significant influence on Turnover Intention. Person Organization Fit is a very important factor for a company organization because its success requires high commitment and loyalty. However, (Puspitasari & Kirana, 2022) believes that there is a negative and significant relationship between Person Organization Fit and Turnover Intention. Employee attitudes towards the organization and their personal lives are influenced by Person Organization Fit.

Apart from the Person Organization Fit factor, another factor that can measure employee Turnover Intention in a company is the Work Environment factor. A company's work environment plays an important role. A conducive work environment is of course a concern for PT. Asahi Sukses Industri. If the work environment is good, employees will be more comfortable at work and conversely, if the work environment is not good, it will result in decreased employee comfort at work (Syauqi et al., 2020).

In (Agustina & Setyaningrum, 2022) this is shown by the work environment being as expected by employees, so that this work environment does not have a direct impact on the company. According to research results from (Agustina & Setyaningrum, 2022) it shows that the Work Environment partially has a positive and significant effect on Turnover Intention, while in research results from (Wiliyanto et al., 2020) research findings show that the Work Environment has no effect on Turnover Intention.

The research gap described above shows the role or influence in research related to the analysis of person organization fit and work environment on turnover intention mediated by organization fit. In general, it was found that one of the difficulties is that it is difficult to maintain human resources well and understand human resources so that they are maintained. However, another fact was also found that the work environment is related to comfort at work, and vice versa, if the work environment is not good, it will result in decreased employee comfort at work, not only during the work process. This causes a gap between the research that has been carried out and the facts on the ground. This gap can be exploited by future researchers to answer the question of whether difficulties in retaining human resources properly are caused by an uncomfortable work environment causing turnover intention or other factors that must be studied.

The results of several studies above provide a statement that there is a significant positive influence and an insignificant negative influence. Therefore, the author takes Organizational Commitment to play a mediating role. This research has been carried out by (Sudarmono et al., 2022) where the research findings state that Person Organization Fit has a positive and significant influence on organizational commitment, and research has been carried out by (Wagiyono et al., 2020) which shows that indirectly the Work Environment has a significant influence on Organizational Commitment, and according to research conducted by (Tampubolon & Sagala, 2020), there is a significant influence between Organizational Commitment and Turnover Intention.

THEORETICAL FRAMEWORK

Turnover Intention

(Fatari & Wiguna, 2023) explains that turnover intention is the tendency or extent to which employees have the opportunity to leave the company, whether voluntarily or not, due to loss of interest in their current job and the availability of other job options. It can be concluded that turnover intention is an employee's desire to move to another, better company after leaving the company voluntarily or of their own choice. According to (Iskandar & Rahadi, 2021), There are several factors that influence turnover intention, including: 1). Employee Age, 2). Length of work, 3). Workload, 4). Environmental Factors, 5). Job Satisfaction, 6). Salary, 7). Organizational Factors. From the explanation above, it can be concluded that turnover intention is the employees' desire to move to a better company after voluntarily leaving their current company or by their own choice.

Person Organization Fit (P O Fit)

According (Kristof, 1996 dalam Indriyani & Sutanto, 2021), person organization fit is broadly defined as the suitability of organizational values with individual values. It can be concluded that Person Organization Fit refers to harmony between individuals who work in an organization and the characteristics, values, culture, and work environment of that organization. This alignment is important because it can impact on employee satisfaction, performance, and retention. According to (Schneider, 1987 dan Chatman, 1991 in Arum, 2022), There are several factors that influence person organization fit, including: 1). Choice of Job Applicants: a. individual personality and values, b. skills and qualifications, c. job satisfaction and performance. 2). Organizational Recruitment Practices: a. selection criteria, b. company branding. 3). Individual Socialization Practices with Organizations: a. orientation and training, b. organizational culture. From the explanation above, it can be concluded that an individual's organizational fit refers to the alignment between the individuals working within an organization and the characteristics, values, culture, and work environment of that organization.

Work Environment

According to (Afandi, 2018:66 dalam Suprpto et al., 2023), work environment is something in a worker's environment that can influence the implementation of a task, such as temperature, humidity, ventilation, lighting, cleanliness of the workplace, and whether or not work equipment is complete. It can be concluded that the work environment refers to everything that is around employees and can influence them when they work. According to (Afandi, 2018:66 dalam Suprpto et al., 2023), In general, the work environment in an organization consists of the physical work environment and the psychological work environment: 1). Environmental Factors: a. workspace plan, b. work planning, c. working environment conditions, d. level of visual privacy. 2). Psychological Environmental Factors: a. excessive work, b. poor monitoring system, c. frustration, d. changes in all forms, e. dispute between individuals and groups. So it can be concluded that the work environment is a physical and psychological aspect around employees that can influence their level of engagement, productivity and satisfaction with their workers.

Organizational Commitment

According to (Priansa, 2018: 234 dalam Tampubolon & Sagala, 2020), Organizational commitment plays a role as employee loyalty to the organization, which is expressed in their high contribution to achieving organizational goals. Organizational commitment is a person's attitude or behavior towards an organization which includes loyalty and success in achieving the organization's vision, mission, and goals. According to (Minner dalam Sopiah, 2008 in Sitorus & Fadli, 2023), There are several factors that influence organizational commitment, including: 1). Personal Factors: among others; age, working hours, education level, gender, race, and many other personality factors, 2). Job Characteristics: among others; job opportunities, role conflict, level of difficulty in work, 3). Structural Characteristics: for example, the size of the organization, the form of the organization, the existence of labor unions, and the level of supervision of the organization's employees, 4). Work Experience: an employee's work experience greatly influences the employee's commitment to the organization. So it can be concluded that organizational commitment is an employee supporting a particular organization and its goals and wanting to remain part of that organization

RESEARCH METHODS

This research uses quantitative research methods. According to (Sugiyono 2013:13 in Wagiyono et al., 2020), quantitative research methods are a type of research whose specifications are systematic, planned and clearly structured from the beginning to the creation of the research design. This research includes all Gen Z employees who were born between 1997–2012 and have worked for at least 1 year. PT. Asahi Sukses Industri has 57 workers. In this research, the total population is known to be 57 employees, so according to (Hasan & Nurmala, 2023), it is possible to use a sampling technique using the saturated sampling method. The variables in this research consist of the person organization fit variable (X1), the work environment variable (X2), the organizational commitment variable (Z), and the turnover intention variable (Y). The data collection methods used in this research were observation, literature study, and distributing questionnaires via Google form.

Variable Description	Instruments or Dimensions	Explanation of Variable Instruments
Person Organization Fit (P O Fit) (X1) (Kristof, 1996 dalam Indriyani & Sutanto, 2021)	1. Value Congruence	1. Value congruence refers to the extent to which a person's personal values match or align with the values of the organization. Individuals whose values align with the organization feel more comfortable, engaged, and motivated in their work. They are more likely to follow organizational norms and ethics.
	2. Goal Congruence	2. Goal congruence focuses on the extent to which an individual's goals and objectives match the goals and objectives of the organization. People who have high goals fit with the organization tend to be more involved in achieving organizational goals. They may be more motivated to work hard and collaborate with colleagues to achieve common goals.
	3. Employee Need Fulfilment	3. Suitability of needs is the suitability of employee needs and the strengths of the work environment with the organizational system and structure. Meeting employee needs can create a positive work atmosphere and support individual growth.

Variable Description	Instruments or Dimensions	Explanation of Variable Instruments
Work Environment (X2) (Afandi, 2018:70 in Suprpto et al., 2023)	1. Lighting	1. Electric lighting and also access to sunlight can affect employee comfort at work. Sufficient, well-emitted light will increase employee efficiency, as they will work faster, make fewer mistakes, and their eyes will tire less quickly.
	2. Color	2. his is one of the important factors that helps improve employee work efficiency, especially as color will affect their mental condition. By using appropriate colors on the walls and other equipment, employee happiness and calm while working will be maintained.
	3. Air	3. Poor air circulation creates a stuffy working atmosphere and unpleasant odors. This will cause discomfort at work.
	4. Sound	4. If there is noise while working, the ability to concentrate while working will be disturbed. If employees cannot concentrate on their work, their work accuracy will decrease, causing errors in their work and losses for the company.
Turnover Intention (Y) (Fatari & Wiguna, 2023)	1. Thoughts of Quitting	1. It reflects individuals who are thinking about leaving a job or remaining in the work environment. Starting from the dissatisfaction experienced by employees with their workplace, employees begin to think about leaving their current workplace, giving rise to a high intensity of not coming to their place of work.
	2. Intention to Quit	2. This reflects individuals seeking employment from other companies. This happens when an employee often starts thinking about leaving his job, trying to find a better job outside the company.
	3. Intention to Search for Another Job	3. It reflects the individual intending to leave. Employees intend to leave when they get a better job, sooner or later it will end with the employee's decision to stay or leave.
Organizational Commitment (Z) (Abni & Hamdani, 2023)	1. Effective Comitment	1. Effective commitment is part of organizational commitment which refers to aspects of employee emotional attachment and involvement in the organization which characterizes an employee who has a strong effective commitment and is always loyal to the organization where he works, because the desire to survive comes from his heart. Effective commitment is also a determinant of employee engagement and loyalty.
	2. Continuence Commitment	2. This commitment encourages someone to stay with the organization because they analyze the profits or losses received. Perceived economic value encourages employees to stay with the organization rather than leave it. In general, the longer someone works in an organization, the greater their fear of losing what they have invested in so far. This commitment makes someone think twice about whether they want to leave the organization.
	3. Normative Commiment	3. A person has this commitment because he is burdened with the obligation to remain in the organization due to

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Variable Description	Instruments or Dimensions	Explanation of Variable Instruments
		pressure from other parties. Employees with high normative commitment pay great attention to what other people say about them. Employees don't want to disappoint their bosses and are afraid that their colleagues will think badly of their resignation. The feeling of obligation to remain in the organization because it has to be so is the right thing to do.

Table 1. Operational Definition of Variables
Source: Processed Secondary Data, 2023

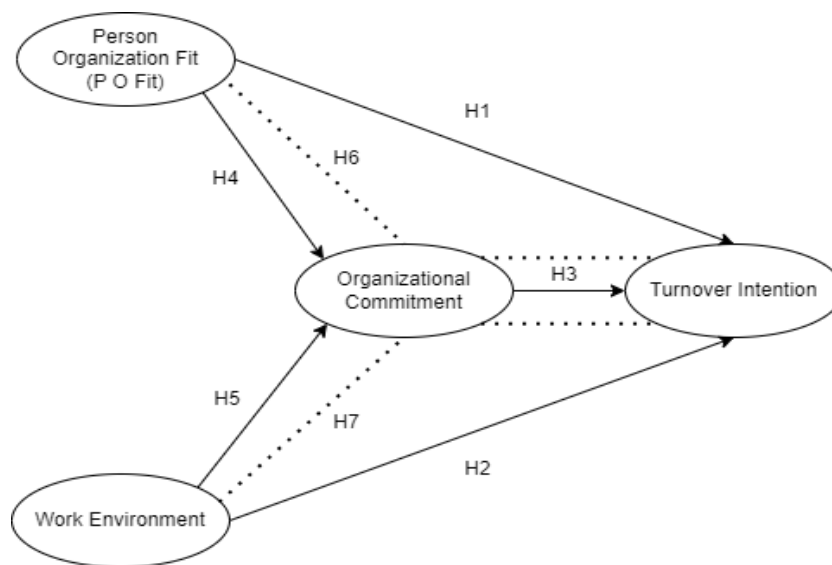


Figure 1. Framework of Thinking
Source of Research: The authors' data (2023)

RESULTS AND DISCUSSION

Many employees stay or leave their jobs for various reasons. In its implementation, the company must own and manage elements that can support the achievement of these goals. One very important factor is Human Resources (HR). In general, the current composition of the workforce in Indonesia is included in the Gen Z generation. The data from graphic figure 2 regarding generational population is as follows :

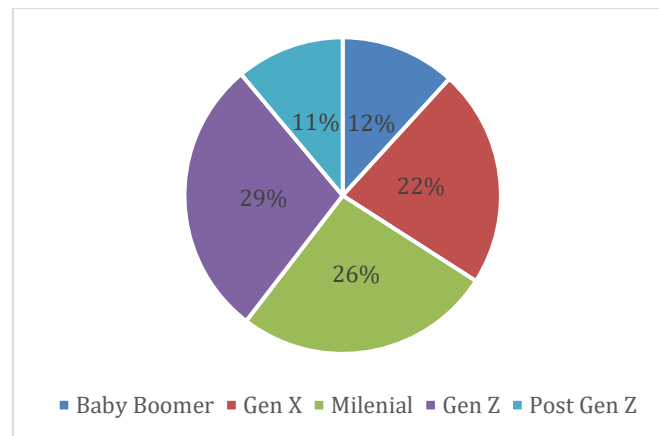


Figure 2. Generational Population
 Source : Kata Data, 2021

The majority of the workforce is Gen Z who dominates, this has led to changes in the way the generation works (Jarot, 2021). If management often faces turnover intention problems in the company, HR management in a business organization will not be optimal. Employee turnover intention in a company can certainly have a negative impact on new employees because they need time to adjust to their work environment and work. The process of recruiting new employees certainly requires a lot of money and time. Based on a survey conducted by researchers, the following is employee turnover intention data at PT. Asahi Sukses Industri :

Year	Number of Employee	Number of Employee Leaving	Percentage (%)
2020	36	6	16,67 %
2021	38	3	7,89 %
2022	39	6	15,38 %

Table 2. Turnover Intention Data of PT. Asahi Sukses Industri
 Source: Data of PT. Asahi Sukses Industri, 2023

Table 2 above shows that the turnover intention level of PT. Asahi Sukses Industri is quite high in 2020 and 2022. In 2020 it reached 16.67%, then in 2021 it fell to 7.89%, in 2022 it reached 15.38%. This result is considered high because the turnover intention level in the company is said to be normal at 10% (Putra dan Utami, 2018 dalam Tampubolon & Sagala, 2020). In general, turnover intention for one year should not exceed 10% (Satwari *et al.*, 2016 dalam Tampubolon & Sagala, 2020).

The respondents who were the subjects of this research were employees working at PT. Asahi Sukses Industri. There is a total of 57 (fifty-seven) employees, with the characteristics of gender, age, and latest education for each employee. The following are the results of respondents to this study:

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a. Characteristics based on Respondents' Gender

Gender	Respondent	Percentage %
Female	49	86%
Male	8	14%
Total	57	100%

Table 3. Respondents' Gender

Source: Authors' data (2023)

Based on table 3 above, 86% of respondents are male and 14% of respondents are female. So it can be concluded that some of the respondents who filled out this research questionnaire were male respondents.

b. Characteristics based on Respondents' Age

Age	Respondent	Percentage %
21 – 25 years	36	63,2%
26 – 30 years	14	24,6%
31 – 35 years	6	10,5%
36 – 40 years	1	1,8%
Total	57	100%

Table 4. Respondents' Age

Source: Authors' data (2023)

Based on table 4 above, 63.2% of respondents were aged 21-25 years, then 24.6% were aged 26-30 years, 10.5% were aged 31-35 years, and 1.8% were aged 36-40 years. Therefore, it can be concluded that some of the respondents who filled out this research questionnaire were aged 21-25 years.

c. Characteristics based on the Type of Latest Education

Latest Education	Respondent	Percentage %
High School/equivalent	26	45,6%
Associate degree (D3)	11	19,3%
Bachelor's Degree (S1)	20	35,1%
Total	57	100%

Table 5. Respondents' Latest Education

Source: Authors' data (2023)

Based on table 5 above, 45.6% of respondents had a high school/equivalent education level, 19.3% of respondents had a diploma education level, and 35.1% had an undergraduate education level. So it can be concluded that some of the respondents who filled out this research questionnaire had a high school/equivalent education level.

DATA QUALITY TEST

Validity Test

a. Convergent Validity

A research indicator is said to be valid if the Outer Loading value is greater than 0.70 in each instrument. However, an Outer Loading value of 0.5 is still considered sufficient (Ghozali, 2015 dalam Laksono & Wardoyo, 2019). If the Outer Loading value is <0.5, the question item must be eliminated.

Variable	Indicator	Outer Loading	Validity
Organizational Commitment	OC1	0.850	Valid
	OC2	0.786	Valid
	OC3	0.730	Valid
	OC4	0.706	Valid
	OC5	0.753	Valid
	OC6	0.741	Valid
Person Organization Fit (P O Fit)	POF1	0.812	Valid
	POF2	0.720	Valid
	POF3	0.856	Valid
	POF4	0.821	Valid
	POF5	0.787	Valid
	POF6	0.713	Valid
Work Environment	WE1	0.708	Valid
	WE2	0.703	Valid
	WE3	0.757	Valid
	WE4	0.782	Valid
	WE5	0.758	Valid
	WE6	0.727	Valid
	WE7	0.710	Valid
	WE8	0.716	Valid
Turnover Intention	TI1	0.834	valid
	TI2	0.825	Valid
	TI3	0.755	Valid
	TI4	0.747	Valid
	TI5	0.715	Valid
	TI6	0.756	Valid

Table 6. Outer Loading 1

Source: Output of SmartPLS 3.0, processed primary data (2023)

Based on the data in table 6 above, all indicators already have an outer loading value of > 0.5 so they can be declared valid.

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b. Discriminant Validity

Discriminant Validity can be seen in the square of Average Variance Extracted (AVE) value. Discriminant validity is said to be possible when the AVE value is > 0.5 (Ghozali, 2015 dalam Laksono & Wardoyo, 2019).

Variable	Average Variance Extracted (AVE)	Result
<i>Person Organization Fit (P O Fit)</i>	0.787	Reliable
<i>Work Environment</i>	0.733	Reliable
<i>Turnover Intention</i>	0.773	Reliable
<i>Organizational Commitment</i>	0.762	Reliable

Table 7. Average Variance Extracted (AVE)

Source: Output of SmartPLS 3.0, processed primary data (2023)

Uji Reliabilitas

The reliability test value is shown in the Composite Reliability value and Cronbach's Alpha value. A variable can be said to have good reliability if the Composite Reliability value is > 0.7 and Cronbach's Alpha > 0.6 (Ghozali, 2015 in Laksono & Wardoyo, 2019).

Variabel	Composite Reliability	Keterangan
<i>Person Organization Fit (P O Fit)</i>	0.907	Reliabel
<i>Work Environment</i>	0.903	Reliabel
<i>Turnover Intention</i>	0.899	Reliabel
<i>Organizational Commitment</i>	0.892	Reliabel

Table 8. Composite Reliability

Source: Output of SmartPLS 3.0, processed primary data (2023)

The reliability test is also strengthened by the Cronbach's Alpha value. The following are the results of the reliability test with Cronbach's Alpha:

Variable	Cronbach's Alpha	Result
<i>Person Organization Fit (P O Fit)</i>	0.876	Reliable
<i>Work Environment</i>	0.879	Reliable
<i>Turnover Intention</i>	0.865	Reliable
<i>Organizational Commitment</i>	0.856	Reliable

Table 9. Cronbach's Alpha

Source: Output of SmartPLS 3.0, processed primary data (2023)

Inner Model Analysis

After validation and reliability tests have been carried out, the research stage can be continued by testing the structural model or inner model. The inner model analysis can be assessed through the R-Square test. The following is the R-Square value:

Variable	R-Square	R Square Adjusted
<i>Turnover Intention</i>	0.318	0.280
<i>Organizational Commitment</i>	0.393	0.370

Table 10. R-Square

Source: Output of SmartPLS 3.0, processed primary data (2023)

Based on table 7 above, the resulting R-Square turnover intention value is 0.318. It can be explained that the influence of the variables person organization fit (X1), work environment (X2), and organizational commitment (Z) on turnover intention (Y) gives a value of 0.318, with the interpretation that the construct variables are turnover intention, person organization fit, work environment and organization commitment with variables as mediating variables between person organization fit, work environment and turnover intention with a percentage of 31.8%.

The result of the R-Square organizational commitment value is 0.393. It can be explained that the consequences of the variables person organization fit (X1), work environment (X2), and organizational commitment (Z) on turnover intention (Y) give a value of 0.393, with the interpretation that the construct variables turnover intention, person organization fit, work environment and organizational commitment with variables as mediating variables between person organization fit, work environment and organizational commitment with a percentage of 39.3%.

Hypothesis Analysis

The Path Coefficient criterion is 5%, $t = 1.96$. If the t-statistic value is greater (>1.96), the hypothesis is significant, or H_0 is rejected and H_a is accepted.

Variable	Original Sampel (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
<i>Person Organization Fit_ (P O Fit) -> Turnover Intention</i>	0.542	0.558	0.110	4.923	0.000
<i>Work_Environment -> Turnover Intention</i>	0.074	0.095	0.101	0.735	0.463
<i>Organizational Commitment -> Turnover Intention</i>	-0.026	-0.030	0.132	0.196	0.844
<i>Person Organization Fit_ (P O Fit) -> Organizational Commitment</i>	0.375	0.379	0.137	2.730	0.007
<i>Work_Environment -> Organizational Commitment</i>	0.364	0.380	0.125	2.915	0.004

Table 11. Path Coefficient

Source: Output of SmartPLS 3.0, processed primary data (2023)

Hypothesis 1

The coefficient of the t-statistic parameter for the variable Person Organization Fit_(P O Fit) -> Turnover Intention has a value of 4.923, so it is declared significant (t table significance 5% = 1.96) or it can be stated that **Ho1 is rejected and Ha1 is accepted**.

Hypothesis 2

The coefficient of the t-statistic parameter for the variable Organizational Commitment -> Turnover Intention has a value of 0.196, so it is declared not significant (t table significance 5% = 1.96) or it can be stated that **Ho1 is accepted and Ha1 is rejected**.

Hypothesis 3

The coefficient of the t-statistic parameter for the variable Organizational Commitment -> Turnover Intention has a value of 0.196, so it is declared not significant (t table significance 5% = 1.96) or it can be stated that **Ho1 is accepted and Ha1 is rejected**.

Hypothesis 4

The coefficient of the t-statistic parameter for the variable Person Organization Fit_(P O Fit) -> Organizational Commitment has a value of 2,730, so it is declared significant (t table significance 5% = 1.96) or it can be stated that **Ho4 is rejected and Ha4 is accepted**.

Hypothesis 5

The coefficient of the t-statistical parameter for the variable Work_Environment -> Organizational Commitment has a value of 2.915, so it is declared significant (t table significance 5% = 1.96) or it can be stated that **Ho5 is rejected and Ha5 is accepted**.

To test the hypothesis between the Person Organization Fit (P O Fit) variable on Turnover Intention which is mediated by Organizational Commitment and environmental variables on Turnover Intention, which is mediated by Organizational Commitment, a Bootstrapping test was carried out with the following results:

<i>Variable</i>	Original Sampel (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
<i>Person Organization Fit_(P O Fit) -> Organizational Commitment -> Turnover Intention</i>	-0.010	-0.013	0.057	0.172	0.863
<i>Work_Environment -> Organizational Commitment -> Turnover Intention</i>	-0.009	-0.013	0.054	0.175	0.861

Table 12. Special Indirect Effects

Source: Output of SmartPLS 3.0, processed primary data (2023)

Hypothesis 6

The coefficient of the t-statistic parameter for Person Organization Fit (P O Fit) -> Organizational Commitment -> Turnover Intention has a value of 0.172, so it is declared not significant (t table significance 5% = 1.96) or it can be stated that **Ho6 is accepted and Ha6 is rejected**.

Hypothesis 7

The coefficient of the t-statistic parameter for the variable Work_Environment -> Organizational Commitment -> Turnover Intention has a value of 0.175, so it is declared not significant (t table significance 5% = 1.96) or it can be stated that **Ho7 is accepted and Ha7 is rejected**.

CONCLUSION

Based on the results of testing, data processing and analysis carried out by researchers regarding The Influence of Person Organization Fit (P O Fit) and Work Environment on Turnover Intention Mediated by Organizational Commitment of Gen Z Employees at PT. Asahi Sukses Industri researchers concluded :

1. Person organization Fit (P O Fit) at at PT. Asahi Sukses Industri because the result value based on the Path Coefficient test on the Inner Model which shows the t-statistical results for the Person Organization Fit variable, which is 4,923, is declared significant because the t-statistic is > 1.96 ($4,932 > 1.96$) it can be stated that Person Organization Fit has a significant effect on the Turnover Intention of Generation Z employees at PT. Asahi Industrial Success.
2. Work Environment has a significant effect on Turnover Intention among Gen Z employees at PT. Asahi Sukses Industri. The results of the Path Coefficient test on the Inner Model show that the t-statistic for the Work Environment variable is 0.735 which is declared insignificant because the t-statistic < 1.96 ($0.735 < 1.96$) it can be stated that the Work Environment has an insignificant effect on Turnover Intention. Gen Z employees at PT. Asahi Industrial Success.
3. Organizational Commitment has a significant effect on Turnover Intention (Y) in generation Z employees at PT. Asahi Sukses Industri. The results are based on the Path Coefficient test on the Inner Model which shows the t-statistical results for the Organizational Commitment variable, which is 0.196, which is declared insignificant because the t-statistic is > 1.96 ($0.196 < 1.96$). It can be stated that Organizational Commitment has a significant negative effect on Turnover. Intention of Gen Z employees at PT. Asahi Industrial Success.
4. Person Organization Fit has no significant effect on Organizational Commitment in Generation Z employees at PT. Asahi Sukses Industri. The results are based on the Path Coefficient test on the Inner Model which shows the t-statistical results for the Person Organization Fit variable, which is 2,730, which is declared significant because the t-statistic is > 1.96 ($2,730 > 1.96$) or it can be stated that Person Organization Fit has a significant effect on Organizational Commitment of Gen Z employees at PT. Asahi Industrial Success.
5. Work Environment has a significant effect on Organizational Commitment of Gen Z employees at PT. Asahi Sukses Industri. The results based on the Path Coefficient test on the Inner Model which shows the t-statistical results for the Work Environment variable, namely 2,915, are declared significant because the t-statistic < 1.96 ($2,915 > 1.96$) or it can be stated that the Work Environment has a significant effect on Organizational Commitment Generation Z employees at PT. Asahi Industrial Success.
6. Person Organization Fit before being mediated by Organizational Commitment has a significant effect on Turnover Intention in Gen Z employees with a t-statistic value of 4.923. Meanwhile, the results based on the Path Coefficient test on the Inner Model t-statistic after being mediated by Organizational Commitment were ($0.172 < 1.96$), then the results

of the t-statistic test stated that the direct influence value was 4.923 and the indirect influence was 0.172 which This means that the Organizational Commitment variable as a mediating variable negatively weakens the Person Organization Fit variable on employee Turnover Intention. The lower the Person Organization Fit and the higher the level of Organizational Commitment experienced by Gen Z employees at PT. Asahi Sukses Industry, it will not affect employee Organizational Commitment where the level of Turnover Intention will decrease.

7. Work Environment before being mediated by Organizational Commitment (has a significant effect on Turnover Intention in Gen Z employees with a t-statistic value of 0.735. Meanwhile the results based on Path Coefficient testing on the Inner Model t-statistic after being mediated by Organizational Commitment are (0.175 > 1.96), then the results of the t-statistical test state that the direct influence value is 0.735 and the indirect influence is 0.175, which means that the Organizational Commitment variable as a mediating variable weakens the Work Environment variable on employee Turnover Intention negatively. The lower the Work Environment and The higher the level of Organizational Commitment experienced by Gen Z employees at PT Asahi Sukses Industri, it will not have an effect on the employee's Organizational Commitment where the level of Turnover Intention will decrease.

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