



E-PROCEEDING

RD 3 ICAME BSS. CONFERENCE 2025

The Third International Conference on
Accounting, Management, Economics,
Business, and Social Sciences

*Digital Horizons, Sustainable Futures:
Merging Innovation with Ecological Responsibility
for a Regenerative Global Economy*

OCTOBER 25th, 2025

JOINT HOST



The 3rd ICAMEBSS 2025

PENULIS

The Third International Conference on Accounting, Management, Economics,
Business and Social Sciences (3rd ICAMEBSS)

Hak cipta 2025

ILUSTRATOR SAMPUL:

Eksekusi TKP

PENATA LETAK BUKU:

Eksekusi TKP

Cetakan 1, Desember 2025

Ukuran Buku: 14 x 20 cm

Halaman: vi + 323

QRCBN : 62-1634-7541-024

*Hak cipta dilindungi undang-undang.
Dilarang mengutip atau memperbanyak sebagian
atau seluruh isi buku ini tanpa izin tertulis dari Penerbit.*

Diterbitkan oleh:



CV. Teori Kata

Jl. Kanggraksan, No. 41, Harjamukti, Kec. Harjamukti,
(Serba Indah Paper Tower, Lt. Mezzanine)
Kota Cirebon, Jawa Barat 45143

☎ 087752020062

🌐 www.teorikatapublishing.com

✉ teorikatapublishing@gmail.com

📧 @teorikatapublishing

Sanksi Pelanggaran Pasal 113
Undang-Undang Nomor 28 Tahun 2014
Tentang Hak Cipta

**Hak cipta dilindungi undang-undang. Dilarang memperbanyak maupun
mengedarkan buku dalam bentuk dan dengan cara apapun tanpa izin.**

Proceedings

The Third International Conference on Accounting, Management, Economics,
Business and Social Sciences (3rd ICAMEBSS)

Published by:

Indonesian Financial Management Association

Jl. Pondasi No.31, RT.005/RW 02, Kayu Putih Pulo Gadung, Jakarta Timur, 13210

Email: secretariat@ifma-online.org

This publication is in copyright, subject to statutory exception and to the provisions of relevant collective licensing agreements. No reproduction of any part may take place without the written permission of the Indonesian Financial Management Association

Second Published in 2025

Editor: Nazwanda Junika Putri

Layout: Nazwanda Junika Putri, Sierly Sherlita, Ika Miftahul Janah

Design Cover: Erika Shofia Faradyasa

Distributed by:

Indonesian Financial Management Association

Jl. Pondasi No.31, RT.005/RW 02, Kayu Putih Pulo Gadung, Jakarta Timur, 13210

Email: secretariat@ifma-online.org

CONFERENCE CHAIR'S REMARKS
PROFESSOR AGUNG DHARMAWAN BUCHDADI, ST, MM, Ph.D

Good morning,
Assalamualaikum warahmatullahi wabarakatuh,
Distinguished guests, speakers, colleagues, and participants.

It is a great pleasure to welcome you to the Third International Conference on Accounting, Management, Economics, Business, and Social Sciences (ICAMEBSS). We are honored by the participation of delegates from Indonesia, Malaysia, Türkiye, Nigeria, and China, reflecting our shared commitment to advancing knowledge and fostering global collaboration.

ICAMEBSS serves as a platform for meaningful academic dialogue, where ideas are exchanged, research is celebrated, and innovative solutions to global challenges are explored. In this dynamic era of digital transformation and social complexity, our discussions aim to bridge disciplinary, national, and generational boundaries.

This conference brings together scholars, professionals, and emerging researchers to address critical themes such as digital innovation, sustainable finance, inclusive development, and ethical leadership issues that connect academic insight with real-world impact. The diversity of perspectives represented here enriches our understanding and drives transformative discussion.

We are particularly proud to support young researchers, giving them a platform to share their work and engage with experienced academics. Their participation ensures the continuity of scholarly excellence and leadership in our fields.

On behalf of the organizing committee, I extend heartfelt gratitude to our keynote speakers, presenters, moderators, and institutional partners for their dedication. To our sponsors and collaborators, thank you for your trust and support.

May this conference inspire innovation, collaboration, and action transforming knowledge into impact and fostering a community united by the pursuit of shared progress.

Thank you for being part of ICAMEBSS.

May this experience be enlightening, impactful, and fulfilling.

Wassalamualaikum warahmatullahi wabarakatuh.

CONFERENCE COMMITTEE

Opening Remarks

Assoc. Prof. Rosle Bt Mohidin - Universiti Malaysia Sabah, Malaysia

Speakers

Associate Prof. Omer Faruk Rencber - FEAS Gaziantep University, Turkiye

Saizal Bin Pinjaman, Ph.D. - Universiti Malaysia Sabah, Malaysia

Julián Nevárez Montes, Ph.D. - Director of Graduate Studies, Universidad de Monterrey, Mexico

Associate Prof. Olufemi Adewale Ogunkoya, Ph.D - Department of Business Administration, Olabisi Onabanjo University, Nigeria

Hosts

Universitas Catur Insan Cendikia Cirebon

Universitas Muhadi Setiabudi

Universitas Musamus

Universitas Graha Nusantara Padangsidempuan

Universitas Khairun

Universitas Cipasung

Conference Chair

Prof. Agung Buchdadi ST, MM, Ph.D - Universitas Negeri Jakarta

Scientific Committee

Prof. Gatot Ahmad, Universitas Negeri Jakarta, Indonesia

Assoc. Prof. Aydin Erdogan, Istanbul Arel University, Turkiye

Prof. Suherman, Universitas Negeri Jakarta, Indonesia

Assoc. Prof. Dr. Omer Faruk Rencber, Gaziantep University, Turkiye

Dr. Ammar Salamh Al-Rawahna, Amman Arab University, Jordan

Prof. Dr. Rossazana Ab Rahim, Universiti Malaysia Sarawak, Malaysia

Assoc. Prof. Dr. Mohd Rahimie Abd Karim, Universiti Malaysia Sabah, Malaysia

Dr. Wisuwat Wannamakok, Chiang Mai University, Thailand

Dr. Rahayu Lestari, Nasional University, Indonesia

Dr. Nanang Suryadi, Brawijaya University, Indonesia

Prof. Suharnomo, Diponegoro University, Indonesia

Berto Usman, Ph.D., Bengkulu University, Indonesia

Prof. Dr. Taqwa Hariguna, Amikom Purwokerto University, Indonesia

PROGRAM

- 09.00 – 09.30 AM : Registration
- 09.30 – 09.35 AM : Opening Ceremony of 3rd ICAMEBSS 2025
- 09.35 – 09.40 AM : National Anthem Indonesia Raya
- 09.40 – 09.45 AM : Welcome Speech from Conference Chair 3rd ICAMEBSS
- 09.45 – 09.50 AM : Opening Remarks: Associate Professor Rosle Bt Mohidin
- 09.50 – 09.55 AM : Announcement for Parallel Session of 3rd ICAMEBSS 2025
- 09.55 – 01.00 AM : Parallel Session
- 01.00 – 01.30 PM : Seminar Session: 1st Speaker Associate Prof. Dr. Omer
Faruk Rencber
- 01.30 – 02.00 PM : Seminar Session: 2nd Speaker Saizal Bin Pinjaman, Ph.D.
- 02.00 – 02.30 PM : Seminar Session: 3rd Speaker Julian Nevarez Montes, Ph.D.
- 02.30 – 03.00 PM : Seminar Session: 4th Associate Prof. Olufemi Adewale
Ogunkoya, Ph.D.
- 03.00 – 03.05 PM : Photo Session
- 03.05 PM : Closing Ceremony

* GMT +7 (Jakarta)

PRESENTATION SCHEDULE

Room: 1 (ZOOM)

Hours: 09.55-13.00 Jakarta Time

- No. Moderator: Nazwanda Junika Putri (Universitas Negeri Jakarta)
1. THE ROLE OF ULOS HIDAYAH WEANING BUSINESS IN INCREASING HOUSEHOLD INCOME IN SIDIKKAT VILLAGE, DISTRICT NORTH PADANG LEWAS
Abdelina
 2. THE INFLUENCE OF THE USE OF ACADEMIC INFORMATION AND THE QUALITY OF ACADEMIC INFORMATION SYSTEMS ON EMPLOYEE WORK PRODUCTIVITY AT DEHASSEN UNIVERSITY
Adelia Natasya
 3. UNRAVELING THE MEDIATING MECHANISMS: HOW KNOWLEDGE, COMPETENCY, AND ANXIETY SHAPE FINANCIAL BEHAVIOR IN INDONESIAN HIGHER EDUCATION
Adrie Putra
 4. THE EFFECT OF ACCOUNTABILITY AND TRANSPARENCY ON TEACHER PERFORMANCE THROUGH THE INTERVENING VARIABLE OF BOS FUND MANAGEMENT IN ELEMENTARY SCHOOLS IN THE BANJARMASIN CITY EDUCATION OFFICE
Alifia Nur Fatiha
 5. ANALYSIS POVERTY HOUSE LADDER THROUGH FACTORS THAT INFLUENCE IT IN BANGKUDU VILLAGE SUBDISTRICT BARUMUN PADANG LAWAS REGENCY
Armayana Sari Simbolon
 6. THE EFFECT OF TAX KNOWLEDGE ON TAX COMPLIANCE OF MSMEs IN BANDUNG CITY WITH TAX INCENTIVES AS A MODERATING VARIABLE
Delia
 7. THE INFLUENCE OF COMPETENCE AND TRAINING ON CLEANING SERVICE PERFORMANCE AT PT SOLUSI GEMILANG PERSADA
Deri Yardiansyah
 8. DIGITAL FINANCE AS A DRIVER OF FINANCIAL INCLUSION AND INNOVATION IN AFRICAN BANKING
Emmanuel Boundjia Ngakam
 9. THE INFLUENCE OF MARKETING CONTENT AND INFLUENCER ENDORSEMENTS ON TIKTOK ON PURCHASE INTEREST IN BEAUTY PRODUCTS AMONG GENERATION Z STUDENTS IN BENGKULU CITY
Fingkin Likasma
 10. THE IMPACT OF THE INTEGRATED SERVICE SYSTEM ON ENHANCING THE QUALITY OF PUBLIC SERVICE DELIVERY: A CASE STUDY OF THE WEST PANYABUNGAN SUBDISTRICT OFFICE, MANDAILING NATAL REGENCY
Fithra Maharani
 11. ANALYSIS OF INFLUENCING FACTORS NASUTION MOTOR SHOWROOM INCOME IN THE DISTRICT NORTH PANYABUNGAN REGENCY MANDAILING NATAL
Hasonangan Siregar

12. THE INFLUENCE OF FINANCIAL LITERACY, PERCEIVED BENEFITS, AND PERCEIVED EASE OF USE ON THE DECISION TO USE QUICK RESPONSE CODE INDONESIAN STANDARD (QRIS) AS A PAYMENT SYSTEM AMONG MSMES IN BENGKULU CITY

Singgi Mulyadi

Room: 2 (ZOOM)

Hours: 09.55-13.00 Jakarta Time

- No. Moderator: Sierly Sherlita (Universitas Negeri Jakarta)
1. INFLUENCE DEVELOPMENT MICRO SMALL AND MEDIUM ENTERPRISES (MSMEs) ON GROWTH ECONOMY IN MANDAILING NATAL REGENCY 2018- 2022
Heru Pamungkas
 2. CUSTOMER BONDING AND ITS EFFECT ON CONSUMER BEHAVIOR A CASE STUDY AT UD. TANI ANDALAN SIPIROK, SOUTH TAPANULI REGENCY
Hery Dia Anata Batubara
 3. "COMPANY SIZE, INDUSTRY PROFILE, AND SUSTAINABILITY REPORTING DISCLOSURE INTENSITY IN ESG AWARD-WINNING COMPANIES"
I Dewa Ayu Adnyaswari
 4. BUSINESS STRATEGY ANALYSIS KAILASHA VILLA
I Gede Adi Sucitha, Dwik Bayu Anggara, Komang Shanty Natadewi
 5. HUMAN CAPITAL AND FINANCIAL PERFORMANCE: THE ROLE OF RISK MANAGEMENT AND TECHNOLOGY ADOPTION
I Gede Jananuraga
 6. THE EFFECT OF QRIS USE ON DIGITAL PAYMENT EFFICIENCY OF DEHASSEN UNIVERSITY STUDENT
Melane Neysha Nabila
 7. THE INFLUENCE OF WORK DISCIPLINE, WORK MOTIVATION, AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE
MT Firdaus
 8. THE INFLUENCE OF FINANCIAL LITERACY, INCOME, AND LIFESTYLE ON INVESTMENT INTEREST OF GENERATION Z IN BENGKULU CITY
Nabela Aulia Nisa
 9. WEBSITE-BASED MARKETING USING WEBFLOW IN SERVICE BUSINESS "SOLUSIMUU"
Ni Ketut Ariyesi Lorita Trisuari
Ivon Kusuma Trianingsih
 10. A SYSTEMATIC REVIEW OF GREEN SUPPLY CHAIN MANAGEMENT FOR SUSTAINABLE OPERATIONS
Ni Nyoman Diatni Nadia Paramitha
Ni Wayan Lia Kusumaningrum
 11. THE MEDIATING ROLE OF BRAND IMAGE IN THE INFLUENCE OF ELECTRONIC WORD OF MOUTH AND CELEBRITY ENDORSER ON CONSUMERS REPURCHASE INTENTION TOWARD SKINTIFIC SKINCARE PRODUCTS
Ni Putu Dian Pramudhita Anjani
 12. MORE THAN JUST A PAYCHECK: UNPACKING THE GEN Z JOB HOPPING PHENOMENON FROM A WELL-BEING AND ORGANIZATIONAL JUSTICE PERSPECTIVE
Fanlia Prima Jaya

Room: 3 (ZOOM)

Hours: 09.55-13.00 Jakarta Time

No. Moderator: Ika Miftahul Janah (Universitas Negeri Jakarta)

1. THE EFFECT OF HUMAN RESOURCE QUALITY AND WORK PROFESSIONALISM ON EMPLOYEE PERFORMANCE AT PT PELABUHAN INDONESIA BENOA BALI
Ni Putu Stefani Putri Paramitha
Sania Aulia Rahman
2. THE INFLUENCE OF EDUCATION LEVEL AND BUSINESS YEARS ON FINANCIAL MANAGEMENT THROUGH FINANCIAL LITERACY
Norhafizah Putri
3. THE INFLUENCE OF WORK DISCIPLINE, WORK ATTITUDE, AND WORK SKILLS ON EMPLOYEE PERFORMANCE AT KENCANA DEWI KEBAYA
Noventius Herlan Ferrano Dugis
I Dewa Made Tastra Asrama
4. PENGARUH KONTEN MEDIA SOSIAL TERHADAP MINAT BERKUNJUNG PADA FOLLOWERS MD LIND KOTA BENGKULU
Oven Handeco Saputra
5. SELF-EFFICACY AS A DETERMINANT OF EMPLOYEE WORK PERFORMANCE AT THE ONE-STOP ADMINISTRATION SERVICES OFFICE IN PADANGSIDIMPUAN CITY
Sandi Prayoga
6. ECO-FRIENDLY DIGITAL MARKETING MIX STRATEGY FOR ONLINE TRAVEL AGENT NAGISA BALI VILLAS ON THE AIRBNB PLATFORM TOWARD SUSTAINABLE TOURISM IN BALI
Sang Ayu Made Septiana Dewi
7. OCCUPATIONAL SAFETY AND HEALTH, COMPENSATION, AND WORK MOTIVATION AS DETERMINANTS OF EMPLOYEE PERFORMANCE
Syamsul Adha
8. INTERNAL AUDIT EFFECTIVENESS AND ENTERPRISE RISK MANAGEMENT: IN KUWAIT FINANCIAL COMPANIES
Taha Ahmad Jaber
9. PERSONAL CHARACTERISTICS CAPITAL, READINESS FOR CHANGE, AND CAPACITY BUILDING AS A DETERMINANTS OF ENTREPRENEURIAL INTENTION
Titien Agustina
10. THE INFLUENCE OF REGIONAL ASSET MANAGEMENT ON THE QUALITY OF LOCAL GOVERNMENT FINANCIAL REPORTING: EVIDENCE FROM THE FINANCIAL, REVENUE, AND ASSET MANAGEMENT AGENCY OF MANDAILING NATAL REGENCY
Wardani Gurning
11. THE EFFECT OF ENTREPRENEURIAL MOTIVATION, BUSINESS CAPITAL AND FAMILY SUPPORT ON STUDENTS' INTEREST IN ENTREPRENEURSHIP
Wike Anggreani

CONTENTS

CONFERENCE CHAIR’S REMARKS PROFESOR AGUNG DHARMAWAN BUCHDADI, S.T., M.M., Ph.D.....	2
CONFERENCE COMMITTEE.....	3
PROGRAM.....	4
PRESENTATION SCHEDULE.....	5
CONTENTS.....	9
HUMAN-CENTRIC AI IN THE WORKPLACE: REDEFINING PRODUCTIVITY, ETHICS, AND THE SOCIAL CONTRACT OF LABOUR Olufemi A. Ogunkoya.....	13
THE ROLE OF ULOS HIDAYAH WEANING BUSINESS IN INCREASING HOUSEHOLD INCOME IN SIDIKKAT VILLAGE, DISTRICT NORTH PADANG LEWAS Abdelina.....	18
THE INFLUENCE OF THE USE OF ACADEMIC INFORMATION AND THE QUALITY OF ACADEMIC INFORMATION SYSTEMS ON EMPLOYEE WORK PRODUCTIVITY AT DEHASSEN UNIVERSITY Adelia Natasya.....	25
UNRAVELING THE MEDIATING MECHANISMS: HOW KNOWLEDGE, COMPETENCY, AND ANXIETY SHAPE FINANCIAL BEHAVIOR IN INDONESIAN HIGHER EDUCATION Adrie Putra.....	34
THE EFFECT OF ACCOUNTABILITY AND TRANSPARENCY ON TEACHER PERFORMANCE THROUGH THE INTERVENING VARIABLE OF BOS FUND MANAGEMENT IN ELEMENTARY SCHOOLS IN THE BANJARMASIN CITY EDUCATION OFFICE Alifia Nur Fatiha.....	49
ANALYSIS POVERTY HOUSE LADDER THROUGH FACTORS THAT INFLUENCE IT IN BANGKUDU VILLAGE SUBDISTRICT BARUMUN PADANG LAWAS REGENCY Armayana Sari Simbolon.....	59
THE EFFECT OF TAX KNOWLEDGE ON TAX COMPLIANCE OF MSMEs IN BANDUNG CITY WITH TAX INCENTIVES AS A MODERATING VARIABLE Delia.....	65
THE INFLUENCE OF COMPETENCE AND TRAINING ON CLEANING SERVICE PERFORMANCE AT PT SOLUSI GEMILANG PERSADA	

Deri Yardiansyah	71
DIGITAL FINANCE AS A DRIVER OF FINANCIAL INCLUSION AND INNOVATION IN AFRICAN BANKING	
Emmanuel Boundjia Ngakam	77
THE INFLUENCE OF MARKETING CONTENT AND INFLUENCER ENDORSEMENTS ON TIKTOK ON PURCHASE INTEREST IN BEAUTY PRODUCTS AMONG GENERATION Z STUDENTS IN BENGKULU CITY	
Fingkin Likasma	78
THE IMPACT OF THE INTEGRATED SERVICE SYSTEM ON ENHANCING THE QUALITY OF PUBLIC SERVICE DELIVERY: A CASE STUDY OF THE WEST PANYABUNGAN SUBDISTRICT OFFICE, MANDAILING NATAL REGENCY	
Fithra Maharani.....	92
ANALYSIS OF INFLUENCING FACTORS NASUTION MOTOR SHOWROOM INCOME IN THE DISTRICT NORTH PANYABUNGAN REGENCY MANDAILING NATAL	
Hasonangan Siregar	101
THE INFLUENCE OF FINANCIAL LITERACY, PERCEIVED BENEFITS, AND PERCEIVED EASE OF USE ON THE DECISION TO USE QUICK RESPONSE CODE INDONESIAN STANDARD (QRIS) AS A PAYMENT SYSTEM AMONG MSMES IN BENGKULU CITY	
Singgi Mulyadi	107
INFLUENCE DEVELOPMENT MICRO SMALL AND MEDIUM ENTERPRISES (MSMEs) ON GROWTH ECONOMY IN MANDAILING NATAL REGENCY 2018- 2022	
Heru Pamungkas	121
CUSTOMER BONDING AND ITS EFFECT ON CONSUMER BEHAVIOR A CASE STUDY AT UD. TANI ANDALAN SIPIROK, SOUTH TAPANULI REGENCY	
Hery Dia Anata Batubara.....	130
"COMPANY SIZE, INDUSTRY PROFILE, AND SUSTAINABILITY REPORTING DISCLOSURE INTENSITY IN ESG AWARD-WINNING COMPANIES"	
I Dewa Ayu Adnyaswari.....	140
BUSINESS STRATEGY ANALYSIS KAILASHA VILLA	
I Gede Adi Sucitha, Dwik Bayu Anggara, Komang Shanty Natadewi	141
HUMAN CAPITAL AND FINANCIAL PERFORMANCE: THE ROLE OF RISK MANAGEMENT AND TECHNOLOGY ADOPTION	
I Gede Jananuraga.....	142

THE EFFECT OF QRIS USE ON DIGITAL PAYMENT EFFICIENCY OF DEHAZEN
UNIVERSITY STUDENT

Melane Neysha Nabila..... 143

THE INFLUENCE OF WORK DISCIPLINE, WORK MOTIVATION, AND JOB
SATISFACTION ON EMPLOYEE PERFORMANCE

MT Firdaus..... 153

THE INFLUENCE OF FINANCIAL LITERACY, INCOME, AND LIFESTYLE ON
INVESTMENT INTEREST OF GENERATION Z IN BENGKULU CITY

Nabela Aulia Nisa 165

WEBSITE-BASED MARKETING USING WEBFLOW IN SERVICE BUSINESS
“SOLUSIMUU”

Ni Ketut Ariyesi Lorita Trisuari, Ivon Kusuma Trianingsih 180

A SYSTEMATIC REVIEW OF GREEN SUPPLY CHAIN MANAGEMENT FOR
SUSTAINABLE OPERATIONS

Ni Nyoman Diatni Nadia Paramitha, Ni Wayan Lia Kusumaningrum 190

THE MEDIATING ROLE OF BRAND IMAGE IN THE INFLUENCE OF ELECTRONIC
WORD OF MOUTH AND CELEBRITY ENDORSER ON CONSUMERS REPURCHASE
INTENTION TOWARD SKINTIFIC SKINCARE PRODUCTS

Ni Putu Dian Pramudhita Anjani 200

MORE THAN JUST A PAYCHECK: UNPACKING THE GEN Z JOB HOPPING
PHENOMENON FROM A WELL-BEING AND ORGANIZATIONAL JUSTICE
PERSPECTIVE

Fanlia Prima Jaya..... 201

THE EFFECT OF HUMAN RESOURCE QUALITY AND WORK PROFESSIONALISM
ON EMPLOYEE PERFORMANCE AT PT PELABUHAN INDONESIA BENOA BALI

Ni Putu Stefani Putri Paramitha, Sania Aulia Rahman..... 214

THE INFLUENCE OF EDUCATION LEVEL AND BUSINESS YEARS ON FINANCIAL
MANAGEMENT THROUGH FINANCIAL LITERACY

Norhafizah Putri..... 228

THE INFLUENCE OF WORK DISCIPLINE, WORK ATTITUDE, AND WORK SKILLS
ON EMPLOYEE PERFORMANCE AT KENCANA DEWI KEBAYA

Noventius Herlan Ferrano Dugis, I Dewa Made Tastra Asrama 241

PENGARUH KONTEN MEDIA SOSIAL TERHADAP MINAT BERKUNJUNG PADA
FOLLOWERS MD LIND KOTA BENGKULU

Oven Handeco Saputra	242
SELF-EFFICACY AS A DETERMINANT OF EMPLOYEE WORK PERFORMANCE AT THE ONE-STOP ADMINISTRATION SERVICES OFFICE IN PADANGSIDIMPUAN CITY	
Sandi Prayoga	243
MARKETING MIX STRATEGY OF NAGISA BALI VILLAS AS AN ONLINE TRAVEL AGENT ON THE AIRBNB PLATFORM	
Sang Ayu Made Septiana Dewi	254
OCCUPATIONAL SAFETY AND HEALTH, COMPENSATION, AND WORK MOTIVATION AS DETERMINANTS OF EMPLOYEE PERFORMANCE	
Syamsul Adha	267
INTERNAL AUDIT EFFECTIVENESS AND ENTERPRISE RISK MANAGEMENT: IN KUWAIT FINANCIAL COMPANIES	
Taha Ahmad Jaber	280
PERSONAL CHARACTERISTICS CAPITAL, READINESS FOR CHANGE, AND CAPACITY BUILDING AS A DETERMINANTS OF ENTREPRENEURIAL INTENTION AMONG WOMEN INMATES	
Titien Agustina.....	281
THE INFLUENCE OF REGIONAL ASSET MANAGEMENT ON THE QUALITY OF LOCAL GOVERNMENT FINANCIAL REPORTING: EVIDENCE FROM THE FINANCIAL, REVENUE, AND ASSET MANAGEMENT AGENCY OF MANDAILING NATAL REGENCY	
Wardani Gurning	297
THE EFFECT OF ENTREPRENEURIAL MOTIVATION, BUSINESS CAPITAL AND FAMILY SUPPORT ON STUDENTS' INTEREST IN ENTREPRENEURSHIP	
Wike Anggreani	307

MORE THAN JUST A PAYCHECK: UNPACKING THE GEN Z JOB HOPPING PHENOMENON FROM A WELL-BEING AND ORGANIZATIONAL JUSTICE PERSPECTIVE

Fanlia Prima Jaya¹, Firdaus², Yuliana³

^{1,3}Department of Management, STIMI Banjarmasin, Indonesia

²Department of Management, Faculty of Economics, Universitas Islam Kalimantan MAB

Email Author: primajayaphone@gmail.com

Abstract

This study aims to examine the mediating role of Organizational Justice in the relationship between Holistic Well-being Support and Turnover Intention among Generation Z employees. The increasing phenomenon of job hopping among Gen Z highlights the importance of understanding the factors that drive their intention to leave a job. This research employs a quantitative approach, utilizing a survey method. Data was collected from 100 Gen Z employees working at an event organizer company. Data analysis was conducted using the Partial Least Squares (PLS) method to test the mediation hypothesis. The results show that Holistic Well-being Support has a negative and significant effect on Turnover Intention. Additionally, it was found that Organizational Justice acts as a partial mediator in this relationship. This means that when Gen Z feels they receive good well-being support, their intention to change jobs decreases. This relationship is strengthened if they also perceive fairness within the organization. The practical implication of this research is that companies must not only provide well-being programs but also ensure fair policies and practices. By doing so, companies can improve the retention of Gen Z employees and reduce the costs associated with employee turnover.

Keywords: Holistic Well-being Support, Organizational Justice, Turnover Intention, Job Hopping.

1. Introduction

The world of work in the 21st century is now marked by the presence of Generation Z (Gen Z), those born between 1995 and 2010, with unique characteristics and different demands from previous generations (Francis & Hoefel, 2018). This generation, projected to comprise a quarter of the total global workforce by 2025 (Deloitte, 2023), brings a new work ethic that challenges the traditional loyalty paradigm in organizations. One of the most prominent manifestations of this dynamic is the phenomenon of job hopping, characterized by the tendency to change jobs frequently within a relatively short period.

For companies, Gen Z job hopping is often viewed as a threat—an indication of high turnover levels that result in financial burdens due to repetitive recruitment and training processes, as well as lost human resource investment (Nurfajrina, 2023). Those who move frequently are often considered less loyal and less reliable in the long term. However, let us

look deeper through the lens of Gen Z. This phenomenon is not just an issue of disloyalty, but a career strategy that is realized as an effort to explore, develop diverse skills, and look for opportunities that are more professionally and financially profitable (Alviansyah, 2025; Wahyudi et al., 2024).

It is essential to recognize that Gen Z's motivation for work has undergone a shift. They view work as "More Than Just a Paycheck"; they seek values that go far beyond material rewards. Their main priority is not just salary, but overall well-being (Tempo.co, 2024). Data show that factors such as work-life balance are the primary considerations for an essential need that significantly influence their decision to stay or leave (Deloitte, 2023; Putri & Sumaryono, 2023). A low Work-Life Balance level is strongly related to high job-hopping intentions (Amrulloh et al., 2023). Well-being at work for Gen Z includes a sense of appreciation, a supportive work environment, and maintained mental health (Clarista & Etikariena, 2024). When the work environment fails to meet this dimension of well-being, switching jobs becomes a self-defense mechanism, as individuals seek a place where they can feel valued and live life to the fullest. This is why this study chose to explore job hopping not only as a business issue, but also as a humanitarian call from the younger generation, who are seeking actual value in their professional lives.

Another important aspect that often triggers job hopping is the issue of Organizational Justice. Gen Z is known for being a vocal generation against injustice and often uses social media platforms to voice their dissatisfaction with unfair treatment in the workplace (Salendu, 2024). When Gen Z employees feel that their participation is not appreciated, there is a lack of recognition of ideas and results, or there is a culture of favoritism, the perception of injustice increases, and the intention to move (turnover intention) is strengthened (Naresh & Ratham, 2015; Nurfajrina, 2023). The concept of Organizational Justice, which encompasses fairness in the distribution of outcomes (distributive), the decision-making process (procedural), and interpersonal treatment (interactional), plays a crucial role in shaping employee commitment (Perreira et al., 2018). A positive perception of fairness can mediate job satisfaction and even reduce withdrawal behaviors such as quiet quitting (Sari & Setyawan, 2025). Thus, if Gen Z feels that the work environment is not transparent, the promotion process is not objective, or is treated unequally, their expectations for the future in the company will be low, which ultimately encourages them to jump in search of a more "green" and fairer field (Nurfajrina, 2023). Although previous studies have linked Gen Z's job hopping to factors such as boss support, commitment, and work-life balance (e.g., Clarista & Etikariena, 2024; Putri & Sumaryono, 2023), there is still a significant research gap in holistically dissecting how the specific dimension of psychological well-being and organizational fairness simultaneously influence Gen Z's decision to change jobs. A comprehensive understanding of these two perspectives will provide a more humanistic and strategic insight for organizations to build a work environment that is not only efficient but also ethical and supportive.

This study aims to in-depth analyze the role of Employee Welfare and Organizational Justice as the main predictor factors for job hopping intentions in Generation Z. It is hoped that these findings will not only enrich the scientific treasures of Human Resource Management, Organizational and Industrial Psychology, but it also provides a practical roadmap for HR leaders and practitioners to create a resilient and humane work culture, where every Gen Z individual feels valued, fair, and prosperous.

2. Literature Review

Holistic Well-being Support

The concept of Holistic Well-Being refers to the balanced and optimal state of individual functioning in various aspects of life, not only free from disease, but also reaching its full potential (Ryan & Deci, 2001). In an organizational context, Holistic Well-Being Support refers to a company's planned and systematic effort to promote and maintain an optimal balance among its employees (Zimmerman, 2018). Indicators Holistic Well-being support:

- 1) **Physical Wellness.** Involves physical health, fitness, and energy to carry out daily work tasks. Corporate support can be in the form of sports facilities, health programs, or comprehensive health insurance (Loehr & Schwartz, 2003).
- 2) **Mental and Emotional Wellness.** It relates to the individual's ability to manage stress, achieve emotional balance, and develop cognitive potential. This support includes Employee Assistance Programs (EAPs), stress management training, and a stigma-free work environment (Seligman, 2011).
- 3) **Social Wellness.** Refers to the quality of interpersonal relationships in the workplace, including the support of co-workers and superiors. An inclusive work environment and opportunities for positive social interaction are key (Grant & Berg, 2012).
- 4) **Work-Life Balance.** An individual's ability to manage the demands of work and personal life without significant conflict. Flexible working policies and clear work boundaries are the primary forms of support (Greenhaus, Collins, & Shaw, 2003).

Organizational Justice

Organizational fairness refers to the extent to which employees perceive workplace treatment and decisions as fair and ethical (Greenberg, 1990). This perception of fairness shapes employees' attitudes, behaviors, and loyalty to the company. Indicators of Organizational Justice (Four-Factor Justice theory):

- 1) **Distributive Justice.** Refers to fairness in the allocation of proceeds or rewards (e.g., salary, promotions, bonuses). Employees assess whether their input (effort and skill) and output (rewards) ratios are equivalent to those of their coworkers (Adams, 1965).
- 2) **Procedural Justice.** Relating to the fairness of the process or mechanism used to determine outcomes (e.g., performance evaluation process, complaint mechanism). Employees want the procedures used to be consistent, unbiased, accurate, and correctable (Thibaut & Walker, 1975).
- 3) **Interpersonal Justice.** Refers to the level of dignified, respectful, and courteous treatment that employees receive from superiors and decision-makers during the process of implementing procedures (Bies & Moag, 1986).
- 4) **Informational Justice.** Ensure fairness in the explanations provided to employees regarding procedures and the outcome of decisions. This includes the extent to which the explanation is adequate, honest, and timely (Colquitt, 2001).

Turnover Intention

Turnover Intention is defined as the subjective probability and conscious plan of an employee to leave the organization within a specific period of time in the future (Tett & Meyer, 1993). This intention is the strongest predictor of actual turnover behavior, including job hopping. In this study, this variable was examined through negative triggers from the work environment. Turnover Intention Indicator:

- 1) Job Stress. Dangerous physical and emotional reactions that arise when job demands do not match the employee's abilities, resources, or needs (Quick & Quick, 2007). High stress levels directly increase the intention to look for another job.
- 2) Burnout. Psychological syndromes, characterized by emotional exhaustion, depersonalization, and decreased personal achievement, often occur as a result of chronic work stress (Maslach, Schaufeli, & Leiter, 2001). Burnout is one of the most common reasons Gen Z seeks "rest" by changing workplaces.
- 3) Toxic Workplace. An organizational culture characterized by destructive conflict, unethical behavior, lack of respect, and psychological insecurity. This environment substantially reduces commitment and triggers a desire to escape (Frost, 2007).
- 4) Leadership. The qualities and leadership style of the direct superiors. Unsupportive, abusive, or unfair leadership can damage morale, trigger dissatisfaction, and encourage employees to leave the organization (Tepper, 2007).

3. Materials and Methods

1) Design study

This study uses a quantitative approach. This approach was chosen to test the causal relationships and mediations between hypothesized variables, allowing researchers to generalize findings based on statistical analysis on a representative sample (Creswell & Creswell, 2018)

The method used is a survey method. The survey method was chosen because it was effective in collecting data from a large number of respondents regarding their attitudes, perceptions, and intentions (Leavy, 2017). Data collection was carried out through a standard instrument (questionnaire) aimed at the research subject. This study involved three main variables:

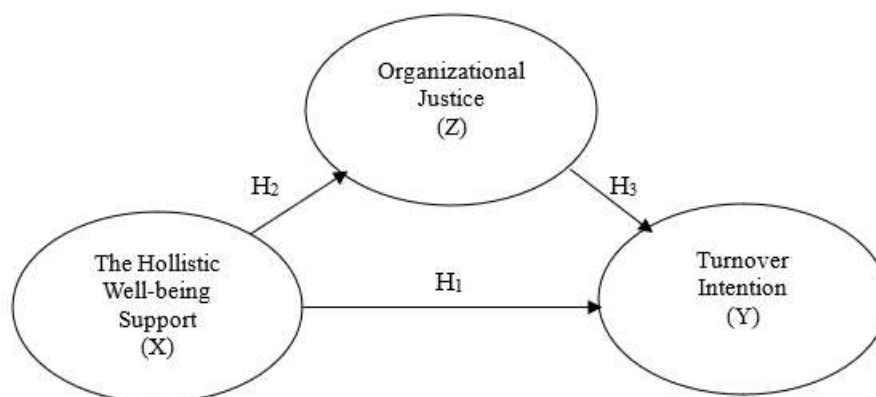


Figure 1. Conceptual Framework

The hypotheses in this study are as follows:

- H₁ The Holistic Well-being support has a significant effect on the Turnover Intention of Gen Z employees
- H₂ The Holistic Well-being support has a significant effect on the Organizational Justice of Gen Z employees
- H₃ The Holistic Well-being support has a significant effect on the Turnover Intention of Gen Z employees through organizational Justice.

Table 1. Variable Operational Definition

Variable	Variable Type	Operational Definition
Holistic Well-being Support	Variable exogenous	Gen Z employees' perceptions of the support the company provides for their physical, mental, social, and work-life balance.
Organizational Justice	Mediation Variables	Gen Z employees' perceptions of the level of fairness in the allocation of rewards, procedures, and interpersonal treatment, and the information they receive at work.
Turover Intention	Variable endogenous	Subjective plans and awareness of Gen Z employees to leave the organization in the near future.

The population in this study is 2,129,280 people working in South Kalimantan Province (BPS, 2024). the selection of employees as a sample (respondents) in this study uses the purposive sampling technique, which is a sampling technique with special consideration, namely GenZ employees; The number of samples used in this study was determined using the Lemeshow formula (Saputra, Mochammad Ronaldi Aji, 2023) used to take sample sizes from populations that are not known for sure in quantitative research.

$$n = \frac{N \cdot Z^2 \cdot P(1 - P)}{d^2(N - 1) + Z^2 \cdot P(1 - P)}$$

Keterangan:

N = Total Population

n = Minimum Sample Size

Z = Standard values of normal distributions, Confidence level 95% Z = 1.96

P = Approximate proportions = 0.5

1 – P = Q (Complement of P)

d = margin of error 0.10 (10%)

$$n = \frac{N \cdot Z^2 \cdot P(1 - P)}{d^2(N - 1) + Z^2 \cdot P(1 - P)}$$

$$n = \frac{2.129.280 \times 1.96^2 \times 0,5 (1 - 0,5)}{0,10^2 (2.129.280 - 1) + 1.96^2 \times 0,5 (1 - 0,5)}$$

$$n = \frac{2.044.960,51}{21.293,75}$$

$$n = 96,035 \rightarrow 100$$

The minimum sample size is 96.3 or rounded to 100 respondents. Data was collected through an online questionnaire that contained statements to measure the three main

variables. A measurement scale commonly used in quantitative research, particularly in psychology and management, is the Likert Scale.

2) Data analysis

Data analysis was conducted using Partial Least Squares (PLS). PLS was chosen because of its excellence in testing complex models with latent variables and mediating relationships, even with relatively small sample sizes (Hair, Hult, Ringle, & Sarstedt, 2017). The Analysis Steps are as follows:

- 1) Evaluation of Measurement Models (Outer Model): To test the validity (convergent and discriminant) and reliability (internal consistency) of the instrument.
- 2) Evaluation of Structural Models (Inner Models): To test the hypothesis of relationships between variables
- 3) Mediation Hypothesis Test: Using the bootstrapping method in PLS to determine the type of mediation (partial or complete) of Organizational Justice in the relationship between Holistic Wellbeing Support and Intention to Switch Jobs.

4. Result

1) Outer Model

Output Partial Least Squares (PLS) in Model form path diagram as shown in Figure 2. PLS output:

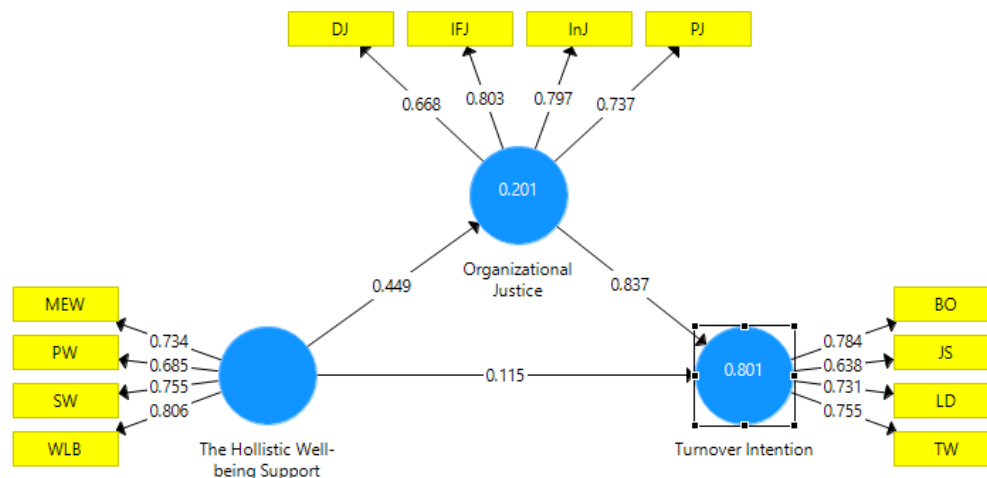


Figure 2. Outer Model Partial Least Squares

Convergent validity with reflecting (latent) signs is the outer model based on testing. According to (Solimun et al., 2017) An indicator is deemed legitimate if its loading value is greater than 0.5 and/or its T-statistic value is greater than 1.96. At $\alpha = 0.05$, where the critical value is 1.96, the statistics are approximately normally distributed. From Figure 2 of the PLS output above, it can be decomposed into text as follows:

- 1) Construct ratio: The Holistic Well-Being Support

Based on Figure 2 mentioned above, the construct validity of the Holistic Well-Being Support ratio can be tested, as shown in Table 2 below.

Table 2: Result Outer Loading Variabel The Holistic Well-Being Support

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
MEW <- The Hollistic Well-being Support	0.734	0.722	0.115	6.375	0.000
PW <- The Hollistic Well-being Support	0.685	0.673	0.095	7.210	0.000
SW <- The Hollistic Well-being Support	0.755	0.750	0.071	10.570	0.000
WLB <- The Hollistic Well-being Support	0.806	0.799	0.059	13.767	0.000

From Table 2, it can be seen that the four indicators in the variable, Holistic Well-Being Support, with the original sample value, are above the value of 0.5. The T-statistics are above the value of 1.96, indicating that Physical Wellness (PW), Mental and Emotional Wellness (MEW), Social Wellness (SW), and Work-Life Balance (WLB) can be included in the next test.

2) Construct Ratio Organizational Justice

Based on Figure 2 mentioned above, the value of the Construct Validity of the Organizational Justice ratio can be tested, as shown in Table 3 below.

Table 3 Result Outer Loading Variable Organizational Justice

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
DJ <- Organizational Justice	0.668	0.667	0.065	10.332	0.000
PJ <- Organizational Justice	0.737	0.737	0.063	11.757	0.000
InJ <- Organizational Justice	0.797	0.797	0.047	16.948	0.000
IFJ <- Organizational Justice	0.803	0.805	0.046	17.401	0.000

From Table 3, it can be seen that the four Indicators in the Organizational Justice variable, with the original sample value above 0.5, have T-statistics above 1.96, which means that Distributive Justice (DJ), Procedural Justice (PJ), Interpersonal Justice (InJ), and Informational Justice (IFJ) can be included in the next test.

3) Construct Ratio Turnover Intention

Based on Figure 2 above, the Validity value of the Turnover Intention ratio construct can be tested, as shown in the following Table 4 values.

Table 4: Result Outer Loading Variabel Turnover Intention

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
JS <- Turnover Intention	0.638	0.633	0.098	6.526	0.000
BO <- Turnover Intention	0.784	0.782	0.055	14.321	0.000
TW <- Turnover Intention	0.755	0.753	0.059	12.746	0.000
LD <- Turnover Intention	0.731	0.738	0.065	11.159	0.000

From Table 4, it can be seen that the four Indicators in the variable Turnover Intention with the original sample value are above the value of 0.5. The T-statistics are above 1.96, which means that Job Stress (JS), Burnout (BO), Toxic Workplace (TW), and Leadership (LD) can be included in the next test.

A reliability test, which aims to assess the dependability of each indicator, follows the completion of the validity test on the construct. Composite Reliability values are used to determine the results of reliability testing.

Table 5. Composite Reliability

	Composite Reliability
Organizational Justice	0.839
The Holistic Well-being Support	0.834
Turnover Intention	0.819

Based on Table 5, the reliability values of the four variables were calculated; the Composite Reliability result was greater than 0.70, indicating that all of these variables are reliable.

2) Inner Model

As demonstrated by the value of R-Square in the latent variable equation, testing the inner model (Solimun et al., 2017) is denoted as $Q^2 = 1 - (1 - R_1^2) (1 - R_2^2) \dots (1 - R_n^2)$. R-squared Based on the findings of this study's investigation, from Table 5, the value of Q^2 , using what Solimun stated in (Solimun et al., 2017):

$$Q^2 = 1 - (1 - R_1^2) (1 - R_2^2) \dots (1 - R_n^2)$$

$$Q^2 = 1 - (1 - 0.839) (1 - 0.834) (1 - 0.819)$$

$$Q^2 = 1 - (0.161) (0.166) (0.181)$$

$$Q^2 = 1 - (0.004837406)$$

$$Q^2 = 0.995162594$$

From the results of the analysis calculation $Q^2 = 0.995162594$, it can be interpreted that the model is perfect; namely, the variables included in the model can explain the phenomenon of turnover Intention of Employee Gen Z by 99,51% while the remaining 0.49% is explained by other variables that have not been included in the model and errors.

3) Hypothesis Test

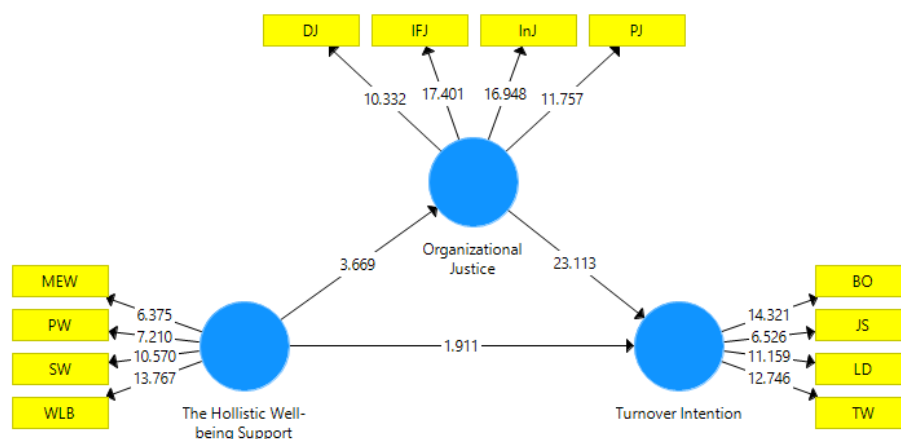


Figure 3. Bootstrapping output PLS

Table 6. Result for inner weight

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
The Holistic Well-being Support → Turnover Intention	0.115	0.109	0.060	1.911	0.057
The Holistic Well-being Support → Organizational Justice	0.449	0.473	0.122	3.669	0.000
The Holistic Well-being Support → Organizational Justice → Turnover Intention	0.376	0.399	0.104	3.617	0.000

Based on Table 6 above, the results of hypothesis testing can be explained as follows:

H₁ The Holistic Well-being support has a significant effect on the Turnover Intention of Gen Z employees.

The path coefficient marked vivacious is 0.115 with a calculated Tcount value of 1.911, greater than T_{table} or T_{(0.05); DF=n-k-1=100-2-1=97} = 1.660. This means that the Holistic Well-Being Support has no significant effect on Turnover Intention. So, the first hypothesis (H₁) is rejected.

H₂ The Holistic Well-being support has a significant effect on the Organizational Justice of Gen Z employees.

The path coefficient marked vivacious is 0.449 with a calculated Tcount value of 3.669, greater than T_{table} or T_{(0.05); DF=n-k-1=100-2-1=97} = 1.660 artinya The Holistic Well-Being Support berpengaruh signifikan terhadap Organizational Justice. So, the second hypothesis (H₂) is accepted.

H₃ The Holistic Well-being support has a significant effect on the Turnover Intention of Gen Z employees through organizational Justice.

The path coefficient marked vivacious is 0.376 with a calculated Tcount value of 3.617, greater than T_{table} or T_{(0.05); DF=n-k-1=100-2-1=97} = 1.660. The Holistic Well-Being Support has a significant impact on Turnover Intention through Organizational Justice. So, the third hypothesis (H₃) is accepted.

5. Discussion

1) The Holistic Well-being support has no significant effect on the Turnover Intention of Gen Z employees.

These findings are surprising and contradict some early literature that places well-being and Work-Life Balance (WLB) as top priorities and direct predictors of Gen Z turnover intention.

Welfare programs such as sports facilities or flexible WLB—may already be considered a hygiene factor or minimum standard. The difference is how the program is run. If a program exists but its implementation is inconsistent, or is only enjoyed by a particular group (favoritism), Gen Z will perceive it as an injustice, thus nullifying the immediate positive effects of welfare support, this means Focus on Implementation, Not Just Existence: These findings suggest that the existence of a welfare program alone is not enough to hold Gen Z back.

Although Welfare Support is not directly significant, it remains an important exogenous variable and affects Organizational Fairness (H₂ accepted). The program should incorporate a holistic approach, as work-life balance is proving to be an essential factor for Gen Z. Offering more flexibility and more precise work boundaries can help strike a balance between work and personal life. Ensuring access to Physical

Wellness and Mental and Emotional Wellness programs is real, accessible, and stigma-free.

- 2) The Holistic Well-being support has a significant effect on the Organizational Justice of Gen Z employees.

These findings have important theoretical implications. When companies provide comprehensive support, ranging from Employee Assistance Programs (EAP) to Social Wellness, Gen Z employees tend to interpret it as proof that the organization genuinely cares about them.

This perception of care translates into a sense of fairness, particularly in the dimensions of Interpersonal Justice (a sense of respect and being treated with dignity) and Informational Justice (transparency and adequate explanation). A well-communicated and inclusive employee wellness program (WLB) will increase Gen Z's perception of justice, meeting their demands for an ethical and supportive work environment. Welfare support, therefore, is a powerful input to build perceptions of justice.

- 3) The Holistic Well-being support has a significant effect on the Organizational Justice of Gen Z employees.

Key findings from the study: Organizational Justice serves as a key psychological mechanism that translates well-being support programs into retention intentions in Gen Z. When companies provide adequate Holistic Well-Being Support (X), Gen Z employees will first interpret it as a form of Organizational Justice (Z), mainly procedural and interpersonal justice. This sense of fairness then significantly and strongly suppresses turnover intention (Y).

Organizational Justice functions as a guarantor of the effectiveness of welfare programs. WLB programs, for example, are effective in reducing burnout and work stress only if Gen Z feels that the process of allocation and utilization (Procedural Justice) and communication of the program (Informational Justice) is done honestly and transparently. If Gen Z feels disappointed and mistreated, they will use job hopping as a self-defense and exploration mechanism to seek a fairer company. This aligns with the literature, which suggests that Gen Z is particularly vocal about addressing workplace injustices.

Implication

The results of this study provide a clear roadmap for HR practitioners, particularly in industries vulnerable to Gen Z job hopping, such as event organizers. Integration of Welfare and Justice: Companies should not view welfare and justice programs as two separate entities. On the contrary, Justice is a Welfare Implementation Strategy. Management should ensure that welfare benefits (e.g., time flexibility, EAP counselling access) are distributed and implemented through a process that:

- 1) Consistent and Unbiased (Procedural Justice): The WLB rules apply equally to all, not just favoritism from superiors.
- 2) Transparent and Clear (Informational Justice): The reasons behind the dense event organizer policy must be communicated honestly and adequately.

- 3) Respect and Courtesy (Interpersonal Justice): Managers should treat Gen Z with dignity, especially when communicating decisions related to Work Life Balance or Toxic Workplace.

To increase Gen Z retention and reduce turnover costs, investments in welfare programs should be strengthened with an emphasis on fairness, as fairness is a key partial mediator. Without justice, Welfare Support risks becoming an expensive but ineffective initiative.

6. Conclusion and Recommendation

Based on the results of the study, the conclusions that can be given in this study are as follows:

- 1) The Holistic Well-being support has no significant effect on the Turnover Intention of Gen Z employees.
- 2) The Holistic Well-being support has a significant effect on the Organizational Justice of Gen Z employees.
- 3) The Holistic Well-being support has a significant effect on the Organizational Justice of Gen Z employees.

Based on this, the researcher provides practical advice that focuses on strengthening the element of justice in implementing welfare programs to reduce Job Hopping in Gen Z employees as follows:

- 1) Implementation of Procedural Justice: Create a welfare policy, especially related to Work-Life Balance (WLB), that has clear, consistent, and equal rules for all Gen Z employees. Make sure the performance evaluation process that affects promotions or bonuses is transparent, bias-free, and correctable
- 2) Improving Informational Justice: Ensure that all communications regarding Mental and Emotional Wellness (EAP) programs, WLB benefits, or organizational structure changes are done adequately, honestly, and promptly. Example: Provide a detailed explanation of why hours in the event organizer industry can sometimes be very intensive, and provide clear compensation or time off in return (decision transparency).
- 3) Strengthening Interpersonal Justice: Train managers and direct supervisors to always treat Gen Z employees with dignity, courtesy, and respect. Example: Managers should avoid abusive behavior or unsupportive leadership styles, which can lead to dissatisfaction and turnover.
- 4) For the next researcher, it is recommended to conduct a study by adding the moderation variable of Industry Type (e.g., comparing the event organizer industry with the IT industry) to see if the intensity and pressure of moderation work is related to Organizational Justice and Turnover Intention.

Reference

- Adams, J. S. (1965). Inequity in social exchange. In L. Berkowitz (Ed.), *Advances in experimental social psychology* (Vol. 2, pp. 267–299). Academic Press.
- Alviansyah, F. F. (2025). *Studi Fenomenologi: Job Hopping di UMKM* (Skripsi). UIN Maulana Malik Ibrahim.

- Amruloh, D. A. G., Imbari, S., & Fitriyani. (2023). Reducing Job Hopping Intentions Through Personal Psychological Aspects. *Jurnal Manajemen Strategi Dan Aplikasi Bisnis*, 6(2), 363–372. <https://doi.org/10.36407/jmsab.v6i2.1069>
- Bies, R. J., & Moag, J. S. (1986). Interactional justice: Communication criteria of fairness. In R. J. Lewicki, B. H. Sheppard, & M. H. Bazerman (Eds.), *Research on negotiations in organizations* (Vol. 1, pp. 43–55). JAI Press.
- Clarista, A., & Etikariena, A. (2024). Job Hopping Phenomenon: Perceived Supervisor Support, Organizational Commitment, and Employee Retention among Gen Z Employees. *INSAN Jurnal Psikologi Dan Kesehatan Mental*, 9(2), 213–229. <https://doi.org/10.20473/jpkm.v9i22024.213-229>
- Colquitt, J. A. (2001). On the dimensional structure of organizational justice: A construct validation of a measure. *Journal of Applied Psychology*, 86(3), 386–400.
- Creswell, J. W., & Creswell, J. D. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches* (5th ed.). SAGE Publications.
- Deloitte. (2023). *The Deloitte Millennial and Gen Z Survey 2023*. Deloitte Global.
- Francis, T., & Hoefel, F. (2018). True Gen: Generation Z and its implications for companies. *McKinsey & Company*.
- Frost, P. J. (2007). *Toxic emotions at work: How compassionate managers handle anger, fear, and shame*. Harvard Business School Press.
- Grant, A. M., & Berg, J. M. (2012). Prosocial motivation at work: When and why employees act to benefit others. In G. M. Spreitzer, A. S. Carmeli, & D. M. Crossley (Eds.), *The Oxford Handbook of Positive Organizational Scholarship*. Oxford University Press.
- Greenberg, J. (1990). Organizational justice: Yesterday, today, and tomorrow. *Journal of Management*, 16(2), 399–432.
- Greenhaus, J. H., Collins, K. M., & Shaw, J. D. (2003). The relation between work–family conflict and effectiveness: Making sense of diverse findings. *Journal of Applied Psychology*, 88(1), 80–95.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017). *A primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (2nd ed.). SAGE Publications.
- Leavy, P. (2017). *Research design: Quantitative, qualitative, mixed methods, arts-based, and community-based participatory research approaches*. Guilford Publications.
- Loehr, J., & Schwartz, T. (2003). The power of full engagement: Managing energy, not time, is the key to high performance and personal renewal. *Free Press*.
- Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. *Annual Review of Psychology*, 52(1), 397–422.
- Naresh, R., & Ratham, S. S. (2015). Job hopping in the software industry with reference to select software companies: A study. *Journal of Management and Science*, 5(2), 1–10.
- Nurfajrina, A. (2023). Work Meaning and Justice in Gen Z: The Mediating Role of Engagement in Turnover Intention. *Jurnal Manajemen Bisnis*, 10(2), 1-12.
- Perreira, T. A., Berta, W., & Herbert, M. (2018). The Employee Retention Triad in Healthcare: Exploring Relationships Among Organisational Justice, Affective Commitment, and Turnover Intention. *Journal of Clinical Nursing*, 27(7–8). <https://doi.org/10.1111/jocn.14263>
- Putri, F. A. H., & Sumaryono. (2023). *Hubungan Work Life Balance dengan Intensi Job Hopping pada Karyawan Generasi Z* (Skripsi). Universitas Gadjah Mada.

- Quick, J. C., & Quick, J. D. (2007). *Preventative stress management in organizations*. American Psychological Association.
- Ryan, R. M., & Deci, E. L. (2001). On happiness and human potentials: A review of research on hedonic and eudaimonic well-being. *Annual Review of Psychology*, 52(1), 141–166.
- Salendu, A. (2024). *Peran Keadilan Organisasi terhadap Perilaku Kerja Inovatif pada Karyawan Gen Z*. (Skripsi). Universitas Indonesia.
- Saputra, M. R. A., Fitria Idham Chalid & Budianto, H. (2023). *Metode Ilmiah dan Penelitian : Kuantitatif, Kualitatif, dan Kepustakaan (Bahan Ajar Madrasah Riset)*. Sidoarjo: Nizamia Learning Center
- Sari, P. K. N., & Setyawan, A. (2025). The Impact of Job Satisfaction on Quiet Quitting with Organizational Justice as a Mediator among Generation Z Employees. *Psikologika: Jurnal Pemikiran dan Penelitian Psikologi*, 30(1).
- Seligman, M. E. P. (2011). *Flourish: A visionary new understanding of happiness and well-being*. Free Press.
- Solimun, F., A. A. R., & Nurjannah. (2017). *Metode statistika multivariat : pemodelan persamaan struktural (SEM) pendekatan WarpPLS*. UB Press. <https://opac.perpusnas.go.id/DetailOpac.aspx?id=1141341>
- Tempo.co. (2024, February 22). *Menilik Loyalitas Gen Z di Tempat Kerja: 55 Persen Berencana Resign*.
- Tepper, B. J. (2007). Abusive supervision. In J. Barling, M. Frone, & E. K. Kelloway (Eds.), *The Sage Handbook of Organizational Behavior, Vol. 1: Micro Approaches*. Sage Publications.
- Tett, R. P., & Meyer, J. P. (1993). Job satisfaction, organizational commitment, turnover intention, and turnover: Path analyses based on meta-analytic findings. *Personnel Psychology*, 46(2), 259–293.
- Thibaut, J., & Walker, L. (1975). *Procedural justice: A psychological analysis*. Erlbaum.
- Wahyudi, I., Primartono, Y. R., Andini, L., & Nugraheni, A. D. (2024). Pengaruh Job Hopping Terhadap Pengembangan Karir Generasi Z. *Prosiding Snast*, 272–278. <https://doi.org/10.34151/prosidingsnast.v1i1.5077>
- Zimmerman, S. (2018). *The holistic well-being model: A framework for promoting employee health and well-being*. (Doctoral Dissertation). Saybrook University.