Work Meaning and Justice in Gen Z: The Mediating Role of Engagement in Turnover Intention

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A R T I C L E   I N F O

A B S T R A C T

Turnover intention among Generation Z employees has emerged as a new challenge in human resource management, yet limited research has examined the roles of meaningful work and perceived organizational justice in this context. This study aims to investigate the influence of these two factors on turnover intention, with work engagement as a mediating variable. Using data from 506 Generation Z respondents and analyzed through Covariance-Based Structural Equation Modelling (CB-SEM) with LISREL, the findings reveal that meaningful work unexpectedly increases turnover intention, while perceived organizational justice shows a negative but non-significant effect. Work engagement fully mediates the relationship between both independent variables and turnover intention. These results suggest that work engagement plays a critical role in retaining Gen Z employees even when they perceive their work as meaningful or fair. This study contributes theoretically to the understanding of turnover intention among the emerging Gen Z workforce and offers practical insights for organizations to enhance employee retention by fostering engagement and aligning work meaning with individual values. Future research is recommended to focus on specific industries to strengthen contextual relevance.

A B S T R A K

Turnover intention pada karyawan Generasi Z menjadi tantangan baru dalam manajemen SDM, namun masih sedikit penelitian yang mengeksplorasi peran meaningful work dan perceived organizational justice dalam konteks ini. Penelitian ini bertujuan untuk menguji pengaruh kedua variabel tersebut terhadap turnover intention, dengan work engagement sebagai mediator. Melalui survei terhadap 506 responden Gen Z dan analisis Covariance-Based Structural Equation Modelling (CB-SEM) menggunakan LISREL, ditemukan bahwa meaningful work justru meningkatkan turnover intention, sedangkan perceived organizational justice berpengaruh negatif namun tidak signifikan. Work engagement terbukti memediasi secara penuh hubungan kedua variabel independen terhadap turnover intention. Hasil ini mengindikasikan bahwa keterlibatan kerja menjadi kunci dalam mengelola niat berpindah kerja karyawan Gen Z, bahkan ketika mereka menemukan makna dalam pekerjaan atau merasakan keadilan organisasi. Temuan ini menyumbang pada pengembangan teori perilaku organisasi lintas generasi, serta memberi implikasi praktis bagi perusahaan dalam merancang strategi retensi karyawan muda, khususnya melalui peningkatan keterlibatan kerja dan penyelarasan makna kerja dengan aspirasi individu. Penelitian lanjutan disarankan untuk mengkaji konteks industri spesifik guna memperkuat generalisasi temuan.

INTRODUCTION

The phenomenon *of job hopping* refers to the tendency of individuals not to stay in one company for a long time and often move jobs between organizations (Hanina, 2022). This high job mobility also contributes to the increase in turnover rates in the organization. Employee turnover can have various negative consequences, including increased workload for the remaining employees, decreased productivity during the transition period, and psychological pressure for old employees in adjusting to new employees (Nurfajrina, 2023). The recruitment process is also a financial burden for companies, considering that recruitment services can consume 20–30% of the total annual salary of new employees (Hall, 2022).

Generation Z, born between 1995 and 2010, is now entering the productive age and is beginning to dominate the global workforce (Francis & Hoefel, 2018). It is estimated that by 2025, Gen Z will make up 27% of the world's workforce. In Indonesia, the combination of Gen Z and millennials has formed 68% of the workforce (Hanifah, 2023), with the number of Gen Z population reaching around 71.5 million people by August 2024 (Kurniawan, 2024), and as many as 34.58 million of them are already employed (CNN Indonesia, 2024). By 2026, Gen Z is projected to represent nearly 28% of Indonesia's population (Pasaman & Heriyanto, 2024).

Like previous millennials, Gen Z also shows a significant *pattern of job hopping*. According to the survey, 83% of Gen Z employees identify themselves as *job hoppers*, even this figure increases to 92% for those with a bachelor's degree. As many as 43% of them stated that they only intend to stay for a maximum of two years at one company (Price, 2023). In Indonesia, of the 211 Gen Z and millennial respondents, 30.4% have changed jobs twice, and 29.1% have moved three times (Hanina, 2022). Even in areas such as Bantul, job hopping is cited as the main cause of the high open unemployment rate, with an average working duration of only one to three months for Gen Z (Ria, 2024).

Gen Z's motivation in work is not only driven by financial factors. They place more emphasis on opportunities for self-development (35%), the desire to prove themselves (28%), and personal interests or *passions* (24%) (Bińczycki et al., 2023). Although salary remains considered important, most of them prioritize work-life balance (73%), job satisfaction, healthy social relationships (72%), and meaningful career opportunities (70%) (Price, 2023). In fact, 51% of Gen Z and millennials stated that the main reason for changing jobs is to enrich their experience and competencies (Pawar & Pandit, 2023).

Beyond the self-development aspect, Gen Z also expects their personal values to be reflected in the culture of the company they work for. They want to contribute to organizations that have a positive impact on the surrounding environment and support their personal growth (Garai et al., 2021). Deloitte (2019) notes that for Gen Z, salary is a lower priority than the previous generation. In fact, from a survey involving 10,000 Gen Z in America and the UK, it was found that 70% of those who declared loyalty to the company remained actively looking for new job opportunities (Bhaimiya, 2023).

In the Indonesian context, the survey shows that the main reasons for job transfer among Gen Z and millennials include salary factors (21.6%), lack of self-development (20.3%),

career advancement needs (17.6%), and work environment conditions that do not support mental health (16.2%) (Hanina, 2022). Therefore, aspects such as *work engagement*, self-development, and good interpersonal relationships are the main determinants of Gen Z's work loyalty.

One strategic approach to reduce turnover among Gen Z is to give meaning to their work, or known as *meaningful work*. This concept refers to the perception that work makes a positive contribution, both to oneself and to the social environment (Johnson & Jiang, 2016). *Meaningful work* is believed to encourage loyalty, work commitment, and reduce the intention to change jobs (Siahaan & Gatari, 2020; Oprea, Păduraru, & Iliescu, 2020).

In addition, the aspect of organizational justice is also an important factor that affects the intention to stay or leave work. *Organizational justice* encompasses four dimensions: *distributive justice*, *procedural justice*, *interpersonal justice*, and *informational justice* (Colquitt et al., 2013; Vaamonde et al., 2018). The perception of fairness in organizations contributes directly to job satisfaction, emotional attachment, and employees' intention to stay within the company (Perreira et al., 2018; Huang et al., 2019).

By understanding Gen Z's preferences and expectations for the workforce, organizational management is required to formulate an employee retention strategy that focuses more on the quality of the work experience, rather than solely on financial compensation. This approach includes creating a meaningful work environment, supporting personal development, upholding organizational justice, and building healthy and constructive working relationships. Such a strategy will increase *employee retention*, especially in the young generation who are very dynamic and idealistic.

RESEARCH METHOD
Population and Sample
This study was conducted on workers from the Gen Z group, who were born from 1997 to 2012. Participants must have at least 6 months of work experience and work in state-owned companies, private companies, or foreign companies. Participants have an educational background from high school, D3, S1, or S2. Based on the census results and existing articles, the population for this study based on data from August 2023 is 34.58 million people. This study uses *a non-probability sampling* technique with a *purposive sampling* type. The goal is that sampling is used based on certain considerations in order to obtain a research sample that has the desired criteria.

Hair, Babin, Black, & Anderson (2019) suggested a study using *Covariance-Based Structural Equation Modelling (CBSEM)* to use a sample that is equal to five times the indicators used in the study. For this study, there are 45 items used in the study, so this method will provide a sample size of 225 respondents. But in the end, this study used the Godden (2004) sample determination method for a population of more than 50 thousand. The method uses the following formula:

$$n = [Z*2 * p(1-p)] / M*2$$

Based on this formula, n is the sample size. Z is the Z value which for this uses a value of 1.96 for a confidence level of 95%. The value of p is the proportion of the population

assumed at 0.5 to represent 50% of the population, and M is the *Margin of Error* which is at 5% (0.05). With this formula, it is determined that the sample for this study is 384 respondents. Data for the study was obtained through an online questionnaire through *a Google Form* which was distributed online to participants.

Data Analysis Methods

Descriptive and inferential analysis was conducted using the LISREL 8.8 program and the inferential analysis was achieved using *the structural equation modelling* (SEM) method. There are two levels in SEM. The first is *confirmatory analysis* (CFA) which is used to measure a construct variable in forming a latent variable. CFA is accepted if a sufficient level of validity and reliability is found (Hair et al., 2010). For the next stage, a complete research model was tested. This is achieved through a process in which measurement models and structural models are combined into one model which is then analyzed and estimated. A model is said to have good characteristics or a fit if the results satisfy the criteria for the overall fit of the model and also meet the criteria for the structural model so that the study has one acceptable model. Figure 1 shows the theoretical framework used in this study.
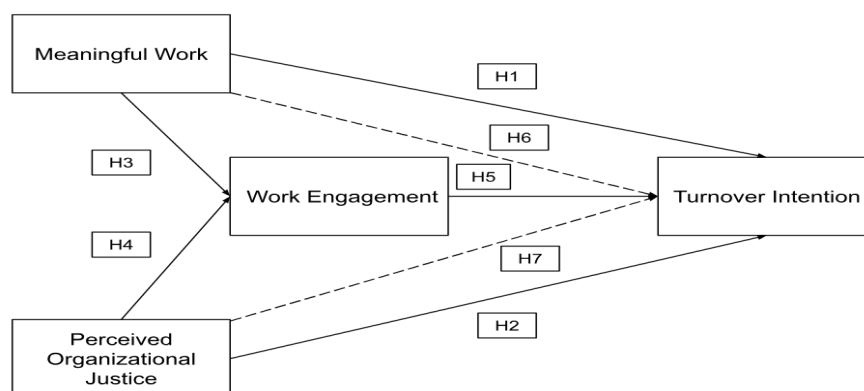

Figure 1 *Research Theoretical Framework*

RESULT and DISCUSSION
Respondent Demographics

The data for this study was disseminated online through *Google Drive* to the channels owned by the researcher, both professional and personal channels starting from July 23, 2024 to November 26, 2024. From a total of 618 respondents, the final number of data acceptable for the analysis of this study reached a total of 502 individuals.

Descriptive Analysis

From the results of the analysis, it can be seen that 55.8% of the respondents are women while 44.2% of the respondents are men. The average age of the study respondents was 25 years old with the youngest respondent being at age 19 and the oldest respondent being 27 years old. The majority of respondents already have a bachelor's degree, with 67.7% of respondents having reached the level of S1 education. For the type of company, the majority work in private companies with 66.7% of respondents working for private companies.

Table 1 *Descriptive Analysis of Variables*

Dimension	Indicator	Min	Max	Mean	S.D	Category	Total Mean Per Dimension	Total Mean Dimensions
Positive Meaning	MWPM1	1	7	5.31	1.41	Above average	5.22	5,32
	MWPM2	1	7	5.38	1.43	Above average		
	MWPM3	1	7	5.41	1.42	Above average		
	MWPM4	1	7	4.80	1.63	Below average		
Meaning Making Through Work	MWMM1	1	7	5.46	1.48	Below average	5.47	
	MWMM2	1	7	5.29	1.46	Below average		
	MWMM3	1	7	5.64	1.32	Above average		
Greater Good Motivation	MWGG1	1	7	5.21	1.79	Below average	5.29	
	MWGG2	1	7	5.26	1.42	Below average		
	MWGG3	1	7	5.41	1.60	Above average		
Distributive Justice	POJD1	1	7	5.24	1.40	Below average	5.25	
	POJD2	1	7	5.27	1.47	Above average		
	POJD3	1	7	5.22	1.45	Below average		
	POJD4	1	7	5.27	1.45	Above average		
Procedural Justice	POJP1	1	7	4.93	1.56	Above average	4.83	5.12
	POJP2	1	7	4.75	1.49	Below average		
	POJP3	1	7	4.73	1.72	Below average		
	POJP4	1	7	4.47	1.72	Below average		
	POJP5	1	7	4.91	1.58	Above average		
	POJP6	1	7	4.69	1.66	Below average		
	POJP7	1	7	5.36	1.57	Above average		

Interpersonal Justice	POJIP1	1	7	5.44	1.51	Above average	5.41	
	POJIP2	1	7	5.42	1.45	Above average		
	POJIP3	1	7	5.42	1.48	Above average		
	POJIP4	1	7	5.35	1.61	Below average		
Informational Justice	POJI1	1	7	5.38	1.51	Above average	5.18	
	POJI2	1	7	5.06	1.60	Below average		
	POJI3	1	7	5.22	1.54	Above average		
	POJI4	1	7	5.01	1.61	Below average		
	POJI5	1	7	5.25	1.50	Above average		
Vigor	WEV1	1	7	4.95	1.56	Above average	4.85	
	WEV2	1	7	5.02	1.57	Above average		
	WEV3	1	7	4.59	1.71	Below average		
Dedication	WED1	1	7	4.91	1.63	Below average	5.09	4.99
	WED2	1	7	5.02	1.67	Below average		
	WED3	1	7	5.34	1.54	Above average		
Absorption	WEA1	1	7	5.22	1.52	Above average	5.03	
	WEA2	1	7	4.78	1.58	Below average		
	WEA3	1	7	5.09	1.51	Above average		
Turnover Intention	TI1	1	7	4.48	1.83	Above average	4.41	4.41
	TI2	1	7	3.66	1.82	Below average		
	TI3	1	7	4.32	1.71	Below average		
	TI4	1	7	4.98	1.78	Above average		
	TI5	1	7	5.16	1.75	Above average		
	TI6	1	7	3.87	1.82	Below average		

Table 1 shows the results of the descriptive analysis for *meaningful work*, *perceived organizational justice*, *work engagement* and *turnover intention*. The overall average is at a value of 5.04. Mean *meaningful work* above the overall average with a value of 5.32, where the *positive meaning* has the smallest mean at 5.22 and *meaning making through work* dimension with the highest mean with a value of 5.47. Mean for *perceived organizational justice* It is also above the overall average with a figure of 5.12. Dimension *procedural justice* has the lowest mean at 4.83, while the *interpersonal justice* has the highest mean with a value of 5.41. *Work engagement* has a mean below the overall average of 4.99, where the *vigor* has the lowest mean with a value of 4.85 and dimensions *dedication* with the highest mean with a value of 5.09. Variable *turnover intention* has a mean of 4.41 which is below the overall average, with a grain dimension of T2 which has the smallest mean at 3.66 and T5 details with the largest mean at 5.16.

Inferential Analysis Results of Validity & Reliability

In the SEM test, the measurement model is said to have good validity if it has validity with a t-value greater than the critical value (fl ≥ 1.96) and has a standard factor charge above (SFL ≥ 0.70). Then there is also the value of the standard factor load or *relative importance* and *significance of the factor loading of each item* (SFL), where (SFL) ≥ 0.50 has been declared to have good significance and the variable can be declared valid (Hair et al., 2014). Meanwhile, the research construct is stated to have good reliability if the *Construct Reliability* value obtained (CR) is ≥ 0.70, and if the *Average Variance Extracted* (AVE) value obtained is ≥ 0.50. Some improvements need to be made. The MMWG1 indicator needs to be reduced and for SLF second order *work engagement* also needs to be improved. After the fix, the validity results can be seen in table 2.

Table 2 *Validity of Inferential Dimension Analysis*

Indicators Code	Dimension	SLF First Order	SLF Second Order
MWPM1	*Positive Meaning*	0.79	0.96
MWPM2		0.89	
MWPM3		0.88	
MWPM4		0.75	
MWMM1	*Meaning Making Through Work*	0.85	0.92
MWMM2		0.82	
MWMM3		0.77	
MWGG2	*Greater Good Motivation*	0.90	0.88
MWGG3		0.78	
POJD1	*Distributive Justice*	0.85	0.78
POJD2		0.89	
POJD3		0.86	
POJD4		0.88	
POJP1	*Procedural Justice*	0.74	0.85
POJP2		0.71	
POJP3		0.84	
POJP4		0.70	

Indicator	Dimension	Loading	CR
POJP5		0.86	
POJP6		0.70	
POJP7		0.83	
POJIP1		0.89	
POJIP2	*Interpersonal Justice*	0.92	0.93
POJIP3		0.93	
POJIP4		0.79	
POJI1		0.82	
POJI2		0.85	
POJI3	*Informational Justice*	0.92	0.97
POJI4		0.86	
POJI5		0.86	
WEV1		0.90	
WEV2	*Vigor*	0.89	0.93
WEV3		0.83	
WED1		0.89	
WED2	*Dedication*	0.90	0.99
WED3		0.86	
WEA1		0.86	
WEA2	*Absorption*	0.64	0.99
WEA3		0.73	
TI1		0.74	
TI2		0.45	
TI3	*Turnover Intention*	0.56	-
TI4		0.81	
TI5		0.71	
TI6		0.54	

Source: Processed by Researcher (2024)

For Reliability, the research construct is declared to have good reliability if the *Construct Reliability* value obtained (CR) is ≥ 0.70, and if the *Average Variance Extracted* (AVE) value obtained ≥ 0.50. Based on table 5, all variables have good reliability. This is even though the *turnover intention* value of AVE is below 0.5, but if the CR value is greater than 0.6 then this result is still acceptable (Larcker & Fornell, 1981).

Table 3 *Dimensional Inferential Reliability*

Indicator Code	Dimension	CR First Order	AVE First Order	CR Second Order	AVE Second Order
Positive Meaning		0.898	0.688		
Meaning Making Through Work	*Meaningful Work*	0.855	0.663	0.943	0.847

Greater Good Motivation		0.829	0.709		
Distributive Justice		0.926	0.757		
Procedural Justice	*Perceived Organizational Justice*	0.911	0.595	0.935	0.784
Interpersonal Justice		0.935	0.782		
Informational Justice		0.936	0.744		
Vigor		0.906	0.764		
Dedication	*Work Engagement*	0.914	0.781	0.980	0.942
Absorption		0.791	0.561		
Tunover Intention	Unidimensional	0.792	0.439	-	-

Source: Processed by Researcher (2024)

Hypothesis Result Analysis

In terms of *goodness of fit*, it is necessary to refine the main model by releasing the covariance error between the TI4 and TI5 indicators, POJI and POJIP indicators, WED and WEA indicators, POJI and POJP indicators, WEV and POJP indicators, and WED and MWMM indicators. After respecification the model obtained a satisfactory *goodness of fit* with the following values: GFI = 0.982, RMSEA = 0.074, SRMR = 0.079, Normed Chi-Square (3.815:1), NFI = 0.979, NNFI = 0.979, CFI = 0.984, IFI = 0.984, RFI = 0.972, PNFI = 0.727, AGFI = 0.889. For a complete table of GoF with its reference values can be seen in table below.

Table 4 *GoF Structural Model*

Goodness of Fit	Size Fit	Value Reference	Analysis Results	Match
Absolute Fit	Goodness of Fit	GFI ≥ 0.90	0.903	*Good Fit*
	Root Mean square Error of Approximation	RMSEA ≤ 0.08	0.087	*Fit*
	Satndardized Root Mean Square Residual	SRMR ≤ 0.08	0.087	*Fit*
	Normed Chi-Square	3 : 1	5.006 : 1	*Poor Fit*
Incremental Fit	Normed Fit Index	≥ 0.90	0.970	*Good Fit*
	Tucker Lewis Index/Non-Normed Fit Index	NNFI ≥ 0.92	0.989	*Good Fit*
	Comparative Fit Index	CFI ≥ 0.92	0.976	*Good Fit*
	Incremental Fit Index	IFI ≥ 0.90	0.976	*Good Fit*

	Relative Fit Index	RFI ≥ 0.90	0.963	*Good Fit*
	Parsimonious Normed Fit Index	PNFI ≥ 0,50	0.776	*Good Fit*
Parsimonious Fit	Adjusted Goodness of Fit Index	AGFI > 0.90 (good fit)	0.862	*Fit*

A summary of the results of hypothesis testing with its direct and indirect influence is presented in table 5.

Table 5 *Hypothesis Test Results*

Hypothesis	*Path Description*	Estimate	T statistics	Information
H1 (-)	MW → TI	0.2538	1.9900	Unsupported Hypotheses
H2 (-)	TI CAPACITY →	-0.05555	-0.4837	Unsupported Hypotheses
H3 (+)	MW → WE	0.5742	11.6377	Supported Hypotheses
H4 (+)	CAPACITY →	0.3715	7.7254	Supported Hypotheses
H5 (+)	WE → TI	-0.2861	-2.1230	Supported Hypotheses
H6 (-)	MW → WE → TI	-0.1643	-2.0800	Supported Hypotheses
H7 (-)	WE IT POCKET → →	-0.1063	-2.0607	Supported Hypotheses

The first hypothesis proposes that *meaningful work* will reduce employee *turnover intention*. According to the results of the analysis, there is a significant positive relationship between *meaningful work* and *turnover intention*. These results are contrary to the initial assumptions of research and the results of previous studies where *meaningful work* will have a significant negative impact on employee *turnover intention*. Therefore, the first hypothesis of this study must be rejected.

This finding aligns with the theoretical perspective of perceived overqualification, where employees who perceive their work as meaningful may still experience dissatisfaction when their roles do not match their qualifications, career aspirations, or personal values (Zhang et al., 2022; Erdogan & Bauer, 2021). Such misalignment can create cognitive dissonance, thereby increasing turnover intention despite the presence of meaningful work. Furthermore, when employees feel that their contributions are not reciprocated with adequate recognition, developmental opportunities, or organizational support, psychological contract breaches may occur, reinforcing disengagement and the intention to leave (Jiang & Lavaysse, 2022). Thus, meaningful work does not always serve as a protective factor against turnover intention if not accompanied by role alignment and perceived organizational fairness.

The second hypothesis proposes that *perceived organizational justice* can reduce *turnover intention* employee. The results of data analysis showed that although there was a negative relationship between *perceived organizational justice* and *turnover intention*, the

relationship did not have a significant impact. Therefore, the second hypothesis of the study must also be rejected.

Although perceived organizational justice is widely recognized as a key antecedent of employee retention, the lack of a significant effect in this study may be interpreted through the lens of psychological contract theory. When employees experience broader misalignment between their expectations and the organizational environment—such as feelings of overqualification or job-person misfit the perceived fairness in processes or outcomes may become insufficient to mitigate turnover intentions (Jiang & Lavaysse, 2022; Zhang et al., 2022). In such cases, justice perceptions may be overshadowed by deeper cognitive evaluations about unmet psychological contracts, leading employees to prioritize career fulfillment over procedural fairness. This suggests that organizational justice alone may not be a strong predictor of retention if it is not accompanied by meaningful alignment between individual goals and organizational offerings.

The third hypothesis proposes that *meaningful work* has a significant positive relationship with *work engagement*. The results of the analysis in this study show that *meaningful work* can increase the sense of *work engagement* in employees. This is in line with the hypothesis as well as with the findings from previous studies. Therefore, the third hypothesis of the study is accepted.

The fourth hypothesis proposes that *perceived organizational justice* have a positive relationship with *work engagment*. The results of the research analysis show that there is a significant positive impact of *perceived organizational justice* against *work engagment*. This supports the findings of previous studies as well as with this research hypothesis. Therefore, the fourth hypothesis is acceptable.

The fifth hypothesis proposes that *work engagement* can significantly reduce employee *turnover intention*. The results of the analysis of research data showed that there was a significant negative relationship between the two variables. These results support the results of previous studies and also support this research hypothesis. Therefore the fifth hypothesis is acceptable.

The sixth hypothesis proposes that *work engagement* can mediate the relationship between *meaningful work* and *turnover intention*. The results of the analysis of research data show that *work engagement* can mediate the relationship between *meaningful work* and *turnover intention* so that there is a significant negative relationship between *meaningful work* and *turnover intention*. These results are also in line with the findings of previous studies. Therefore, the sixth hypothesis is acceptable.

The seventh hypothesis proposes that *work engagement* can mediate the relationship between *perceived organizational justice* and *work engagement*. The results of the analysis of research data show that *work engagement* can mediate the relationship between *perceived organizational justice* and *turnover intention* so that there is a significant negative relationship between *perceived organizational justice* and *turnover intention*. These results are also in line with the findings of previous studies. Therefore, the sixth hypothesis is acceptable. The results of the SEM test and hypothesis test can be seen in figure 2.
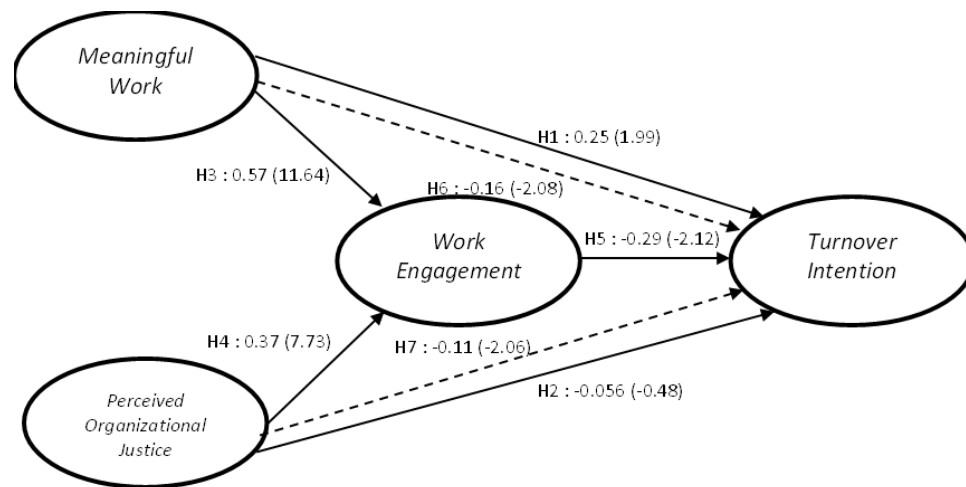
Figure 2 *Hypothesis Test Results*
Source : Processed Research Results (2024)

Discussion

There are two points to consider in relation to the results found by this study. First, *meaningful work* was found to have a substantial positive impact on employee *turnover intention*. This result is in contrast to the results of previous research. Previous research indicated that *meaningful work* will reduce the level of *turnover intention* owned by employees, but the results of this study actually show that in the context of Gen Z employees, *meaningful work* actually increases *the level of turnover intention* in employees. Although these results differ from the majority of previous studies, there is an explanation for these results. Allan et al. (2020) conducted a study with the aim of seeing the positive impact on *meaningful work* in reducing the negative impact that arises from *underemployment*.

However, research has found that when there is *underemployment*, *meaningful work* increases levels of stress, depression, and decreases employee health and well-being. This could be an explanation for the results of this study. It's likely that Gen Z employees feel that they have a meaningful job, but because they feel that their abilities exceed the responsibilities they hold, they can't enjoy their jobs. In the end, it actually encourages them to look for jobs elsewhere.

In addition to this, another reason that can explain why *meaningful work* can result in increased *turnover* is when the employee is a *workaholic*. It was found that in employees with a high level of *workaholism*, *meaningful work* has a positive impact on reducing stress when the level of *meaningful work* felt is low. However, when the level of *meaningful work* crosses a certain limit, employees experience increased stress. This happens because *workaholic* employees tend to invest too much of their effort and try too hard to get perfect results. Eventually their stress increases (Magrizos, Roumpi, Georgiadou, Kostopulos, & Vrontis, 2022). This increased stress can bring other problems that can cause employees to want to look for jobs at other companies.

In addition, the study also found that although *perceived organizational justice* can reduce *turnover intention* in Gen Z employees, the impact is not substantial. This result is also different from previous studies, where *perceived organizational justice* can substantially

decrease the intention *turnover* of employees. There are several explanations why this study had different results. Moon et al. (2020) conducted a study that looked at the impact of *perceived organizational justice* against *turnover intention* with moderation of generational differences. In his research, Moon et al. (2020) stated that *distributive justice* has an important role in the perception of fairness in the company. This is done by comparing their work pay with other employees of the company who are at the same level of position. The study found that *distributive justice* is the dimension with the weakest impact for *perceived organizational justice*. This could indicate that in terms of reward sharing, the company is still not very good.

In addition, Moon et al. (2020) also found that for millennials and generation Z, they have a more sensitive perception of fairness in companies compared to previous generations. For Gen Z employees, if they feel that the company already has a good level of fairness then the positive perception of their company will be higher compared to previous generations because they value fairness higher. Meanwhile, if they feel that justice in the company is lacking, then their opinion of the company will be more negative compared to employees from the previous generation. This may be an explanation for why in this study the relationship *between perceived organizational justice* and *turnover* is negative but not significant.

This study found that *work engagement* can mediate the relationship between *meaningful work*, *perceived organizational justice*, & *turnover intention* so that *meaningful work & perceived organizational justice* have a significant negative impact on *turnover intention* after mediation of *work engagement*. Based on these results, it can be said that if Gen Z employees feel they have a meaningful job, treated fairly by the company, then they will feel more *engaged* with their work. From here, Gen Z employees will prefer to stay employed in their current jobs and not look for work with other companies.

Several respondents were asked to provide their responses to explain what agencies they felt *were meaningful work*, *perceived organizational justice*, *work engagement*, and *turnover intention*. For *meaningful work*, they feel that their work gives them the most meaning when they feel that their work has a positive meaning for their lives. This is achieved when their employees can see that the work they do can help give meaning to their lives. According to some survey respondents, Gen Z employees feel their work has a contribution to the meaning of their lives when the organization that employs them has values that are on par with their personal values.

For *perceived organizational justice*, according to Gen Z employees, the most important thing in building a sense of justice in the organization is in terms of information justice in the organization related to regulations in the company. The most effective way to achieve this is through clear communication from the employee's boss when explaining the rules in the organization. A practical example of this can be seen from the work environment of some respondents, where their company provides orientation sessions for new employees on their first day of working for the company. In this initial orientation, respondents were informed by their superiors about the company's existing regulations and the consequences faced if they violated these regulations.

For *work engagement*, according to Gen Z employees, if they feel that the work done is interesting, can give them the opportunity to use their full abilities, and can also see the positive impact of their work results, they become more engaged. One respondent who works as an HRD said this happened when he was challenged by his boss to help design an assessment for a new employee with guidance from his boss.

As for *turnover intention*, one respondent said he considered leaving because he felt his boss was not good. According to this respondent, the employer often gives additional tasks outside of their obligations without guidance, or sometimes the additional tasks are not related to work but for personal problems of the boss.

CONCLUSIONS

This study aims to look at the impact of *meaningful work* and *perceived organizational justice* against *turnover intention* with the mediation of *work engagement*. Research that there is a full mediated relationship because by itself *meaningful work* and *percevied organizational justice* cannot reduce *turnover intention* Gen Z employees can be a guide for organizations and their managers in managing their HR so that their Gen Z employees are more willing to work within the company.

Companies need to pay attention to other conditions for their Gen Z employees, because research shows that in the case of Gen Z, if only meaningful work develops, there is a possibility that employees will actually want to look for another job. Other factors such as *underemployment* Gen Z employees must be taken into account. Their perception of superiority is also more sensitive to fairness in the company, so communication and consistent enforcement of regulations must be considered.

Finally, it is suggested that other variables are also studied for future studies. Because there is still not too much research on Gen Z employees, there are still many unknowns about the characteristics possessed by employees of this generation that can distinguish them from other generations.

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