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Unveiling Employee Turnover Phenomena in South East Asia's Largest Population

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Abstract

Generation Y is known as a generation that grew up with technological advances, creating more dynamic, creative, and career development-oriented employees. However, they are also known as having a low level of loyalty. It is caused because Gen Y tends to have high turnover intentions. Companies need to understand the values of Gen Y to develop management strategies so employees can be maintained. Employees who feel their contribution is valued by their organization will have a high commitment to the company. It also happens when they feel the supervisors show concern for them. This study aims to identify the role of person-organization fit, perceived organizational support, and perceived supervisor support on the turnover intention of Jakarta's Gen Y employees. The analytical method is quantitative, with 428 samples. The results of this study shall be considered for companies to determine the exact strategies for Gen Y employees.

Keywords— Generation Y; Turnover Intention; Person-Organization Fit; Perceived Organizational Support; Perceived Supervisor Support

Abstrak

Generasi Y dikenal sebagai generasi yang tumbuh dengan kemajuan teknologi sehingga hal ini menciptakan tenaga kerja yang lebih dinamis, kreatif, dan berorientasi pada perkembangan karir. Meskipun begitu, mereka juga dikenal sebagai generasi yang memiliki tingkat loyalitas rendah. Hal ini dikarenakan Gen Y cenderung memiliki intensi turnover yang tinggi. Perusahaan harus memahami nilai-nilai pada Gen Y untuk mengembangkan strategi manajemen sehingga karyawan dapat diberdayakan dengan baik. Karyawan yang merasa kontribusinya dihargai oleh organisasinya akan memiliki komitmen yang tinggi terhadap perusahaan. Begitu juga ketika mereka merasa para atasan menunjukkan kepedulian kepada mereka. Penelitian ini bertujuan untuk mengidentifikasi peran *person organisation fit*, *perceived organisational support*, dan *perceived supervisor support* terhadap intensi turnover pada karyawan Gen Y di Jakarta. Metode analisis yang digunakan adalah kuantitatif dengan sampel sebanyak 428 orang. Hasil penelitian dapat digunakan sebagai pertimbangan bagi perusahaan untuk menentukan strategi yang tepat bagi karyawan Gen Y.

Kata kunci— Generasi Y; Intensi Turnover; Person-Organization Fit; Perceived Organisational Support; Perceived Supervisor Support

I. INTRODUCTION

The purpose of this research is to investigate the relationship between Person Organisation Fit (POF), Perceived Organisational Support (POS), and Perceived Supervisor Support (PSS) towards the turnover intention of Generation Y's workforces in Indonesia. According to the Hay Group Research (2014), from 2010 to 2018, the global turnover rate increased significantly yearly, peaking in 2014. The survey also showed that Indonesia's turnover intention rate around 2013-2014 was 25.8 percent, making Indonesia the third country with the highest

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turnover intention rate globally after India and Russia. Likewise, research by Michael Page (2015), also shows that almost 72 percent of the Indonesian workforce intend to resign from their current job in the next 12 months.

According to research that has been done by Lee (2012), since 2000, Generation Y has been entering the workplace in great numbers, and the size of the Generation Y workforce globally has reached over 50 percent of the total workforce. Another research from Solnet David showed that Generation Y is larger than the previous generation, Generation X, and is approaching the size of the Baby Boomer cohort, the generation before Generation X.

Meanwhile, in Indonesia, according to a survey that the Central Bureau of Statistics of Indonesia has done (2017), 30 percent rate of the employees in Indonesia are Generation Y. Generation Y is a generation that will hold the workforce in the future, so companies need to take this matter seriously and also understand the needs of Generation Y because they have seen that Generation Y's quality is equal and/or even better (Scott et al. Thomas, 2012). How this generation views a career is different from the previous generation. According to Ayres (2006) and Mitchell (2010), the traditional work philosophy has been a job for life, with employees spending their entire careers in one industry and, in many cases, with just one employer. Meanwhile, Generation Y employees are not interested in a job for life.

Generation Y. This occurs as the generation is known for their tendency to do job-hopping behavior, which enhances the turnover rate in the various firms. Another study by Brown (2015) showed that Generation Y builds loyalty based on their sincerity, not on the length of work. Members of Generation Y are conditionally loyal to their organization as long as they achieve their own personal goals. Also, another research from Hill (2002) also said that Generation Y is willing to seek a new job if they think their preferred conditions are unmet.

Previous research, such as Abdalla (2017), showed that work value inconsistency between the organization and the person might be the main reason for the occurring behavior. Ronald E. Riggio (2003) argued that turnover intention is defined as an employee's movement to leave the organization. According to Polii (2015), this intention might occur when the organization's control and management policy doesn't fit the employees' values. Cassell (2017) argued that turnover intention could be minimized through the availability of supervisors and organizational support.

Previous research shows that value fitness, organization, and supervisor support might be pivotal to reducing turnover intention. However, these concepts are rarely examined together, particularly in the Generation Y sample in Indonesia. Most research that discusses turnover intention focuses on several antecedents, including job burnout (Allan & Dogan, 2013; Labrague, 2016), work engagement (Mumtaz, 2014), leadership (Kang et al, 2014), and commitment (John Fazio, 2017). Meanwhile, research focusing more on turnover in the Generation Y sample also mostly discusses the role of work value (Rani, 2016) and work engagement (Ying, 2017; Purba, 2018).

Some works also discuss the role of person-organization fitness (Rani, 2016), PSS (Rhoades, 2001), and POS (Rai, 2011) towards turnover intention but within a separate model and research. This research aimed to unveil the three concepts' role towards the individual's turnover intention to grasp a more thorough understanding of how supervisor and organization influence their intention to leave as employees.

Based on the researcher's observation, turnover intention could increase when employees don't achieve enough support from both their organization and their supervisor. The condition also persists when the employees don't have the same based on work values between themselves and the organization. For instance, employees who don't get the same value and support will not enjoy working in their organization, increasing their turnover intention rates.

It will definitely be a barrier for the organization, especially Generation Y, who wants to achieve the best opportunities to grow and develop themselves inside the organization they're working on. According to Parry and Urwin (2011), Generation Y is really eager to achieve their individual and career goals as they are challenging themselves and taking responsibility for themselves. According to research conducted by Chloe Guillot-Soulez (2013), it has been shown that Generation Y has its own preference for its working atmosphere, job security, and the relationship inside the organization where they are working.

Hesketh et al. (1992) research showed that if the employee and the organization have the same value, the employee would want to stay longer inside of the organization. If the employee understands their own working values or Person-Organisation Fit; POF; then their turnover intention will be decreased since they already have what they understand and need (Ho, C. C, 2006). Another research from Rustiarini & Sunarsih (2017) also finds that there's an insignificant effect between the organization and employees' norms and values toward their behavior inside of their organization. However, this relationship could be significant if there are other factors.

Not only are the values, but it's also very important for the employee to get enough support from their organization to achieve their goals (Hesketh et al., 1992). Einsenberger *et al* (2001) have said that employee thinks about how far their working place considers them important and look out for them; this is defined as Perceived Organisational Support; POS. Islam *et al.*'s (2013) research showed that Perceived Organisational Support has a positive relationship with employee commitment inside an organization. It can be proven that employees who feel motivated by the organization will grow a commitment inside themselves and reduce their turnover intention. Research from Septiari & Maruli (2017) also finds that employees will have a low commitment inside their organization if their organization doesn't support them and give them pressure treatment.

Not only the value and the support from the organization but also the support from the employee's supervisor is needed. According to Cassell's research, good Perceived Supervisor Support; PSS; could reduce the rate of turnover intention. Support from the employee's supervisor affects the employee's satisfaction in their workplace, which will determine their commitment to their organization. It could be a very important factor that can reduce the turnover intention rate (Alkhateri, 2018).

This research provides several contributions. First, it provides a more thorough understanding of how each part of an organization might influence one's turnover intention. The utilization of POF shows how individual value fitness with the organization might influence the turnover intention, while POS and PSS show how the organization and supervisor support might decrease unintended behavior. This might be pivotal as previous research only focuses on some parts of the concepts (either only POF or POS and PSS). Secondly, this research unveils the phenomena of Generation Y in DKI Jakarta. This might be pivotal as the country is currently placed as one of the most populous countries globally with a high proportion of Generation Y.

II. LITERATURE REVIEW

A. Turnover Intention

Employee turnover is the number of workers who leave the organization they used to work with and get replaced by new employees. It is important for companies to calculate their turnover rate because they need to know whether the company is profitable enough or not. A high employee turnover rate has more negative impacts and consequences because the company could lose its profits and decrease the employees' productivity and motivation to work inside the company (Atef, 2017). An organization can be considered a success if it has a low employee turnover rate or if it can decrease it. However, according to Atef, there are also advantages that come from the high turnover intention rates. The company could create new job opportunities for employees who are better than the previous ones and have suitable skills. According to Maier (1970), in his research, factors that can affect turnover intentions are age, how long the person is working inside the organization, the burden inside their workplace, environmental factors, satisfaction rate and wages, and organizational factors.

According to Anwar (2017), in his research about the Theory of Planned Behavior, it was defined that there were three aspects of intention. The first one is the attitude toward behavior. It has been said that behavior can't be determined only by a general attitude, but a specific attitude towards something can determine it. There are two important aspects of behavior, which are someone's belief about something that what they do will result in something, and the second one is their unknowing about what will happen in their future. That is why an employee with a high turnover intention might be affected because the person is looking at the positive and/or negative consequences. If an employee is not satisfied by what they're doing or by their workplace, they will look for another alternative to satisfy their needs. This type of employee will evaluate before they decide to move their organization. Their behavior on turnover intention is affected by two aspects: their intention to move their organization and their own aspects of knowledge about the turnover behavior itself. If an employee is already sure about their turnover decision, then they're sure about the consequences that will come after they move their jobs, they're sure if what they're doing will give them more advantages or disadvantages, and then the subject itself will do an evaluation through their consequences.

The second one is the subjective norm, which can be defined as someone's attitude or beliefs about the norm and motivation to follow it. There are two aspects of subjective norms: their beliefs and hope and someone else's beliefs and hopes. Turnover intention can be affected by norms since the subject will feel sure that most people who are doing turnover are doing it because they believe they will achieve something more; this will motivate the subject to have an intention of turnover.

The third one will be the degree of perceived behavior control. Perceived behavior control is defined as the subject's belief that they can or can't define their intention. They will always re-think the advantages and

disadvantages of the turnover they will do. In this process, there are two important aspects: internal and external. The internal aspect is due to the subject's experience with turnover, and the external one is people's knowledge about the turnover itself. If the subject, the employee in this case is sure about the information they have or get, then it will be easier for them to move their job.

According to Haryanti & Sianipar (2014), there are view characteristics of an employee who will do a turnover, which is they will have a high rate of absence and laziness, they will not obey the organization's rules and regulations, and they will have a different behavior inside of their working place.

Turnover inside an organization will have an effect on the organization and also the employee, one of the effects is that no one will fill the empty position that used to be the employee's position. This will also have a continuous effect; the organization's productivity will eventually decrease. According to Aamodt, the productivity decrease caused by turnover makes other employees need to work harder than they should to optimize the work inside of the organization.

According to Ridlo (2012) research about turnover intention's effect on the organization, the organization will lose time to find another employee, will lose more productivity during the turnover, will cost the organization more since they need to re-hire a new employee, and there will be more overtime work.

B. Person Organisation Fit

According to Kristof (1996), in his research, Person Organisation Fit; POF; is a conformity between individual and organisation value. Person Organisation Fit shows any compatibility between the employee and the work they are working on based on their skills. It needs to be inside their workplace, whether suitable for their needs or not (2002). If Person Organisation Fit exists, the employee and their workplace will have the same working value; it will increase their commitment inside their workplace so that the employee will feel that they belong inside of the company. According to Chhabra's research, it has been said that Person's organizational fit has a positive relationship with organizational commitment (Hanich & Hulin, 1990). If the employee is highly committed to the organization, turnover intention will be reduced (Jutras & Mathieu, 2016).

According to Kristof, Person Organisation Fit has four concepts: value congruence, goal congruence, employee need fulfillment, and cultural personality congruence. Kristof (1996) also said that Person Organisation Fit comprises supplement and complement fit. Supplement fit happens when situational similarities exist between employees, characteristics, and organizational values with the other organization members. This situation will only appear when the person feels that their characteristics, talent, knowledge, and values inside themselves contribute to the organization and add their own value. Meanwhile, the complement fit shows a situation where there is a major difference between characteristics and values inside of the organization. Complement fit happens when the employees' characteristics fill each other's deficiencies and complete each other's characteristics and also values to improve their organization.

C. Perceived Organisational Support

Perceived Organizational Support; POS; is defined as an employee's trust level towards how much their organization appreciates and cares about the employee's well-being (Rhoades, 2001). Other research by Wayne *et al* defined Perceived Organizational Support as employees' beliefs about how long their organization will commit to them and vice versa. Perceived organizational support fulfills employees' socio-emotional needs, which are the feeling of being considered, accepted, and affiliated, which can affect an employee's commitment to the organization (Rhoades, 2001). Perceived Organizational Support can also affect work satisfaction activity, increase performance, and decrease turnover intention (Rhoades, 2001).

According to research from Rhoades and Eisenberger (2001), Perceived Organizational Support has four indicators: fairness, supervisor support, reward, and workplace conditions.

Perceived Organizational Support has a very strong relationship with Generation Y's behavior inside their workplace (Solnet & Hood, 2008). Generation Y's employees tend to orientate their family life instead of social life. Research from Kralj & Solnet (2011) also said that Generation Y has a very strong relationship with Perceived Organizational Support instead of other generations, such as Baby Boomers or Generation X. They also define the characteristics that Generation Y desires inside their work connected with Perceived Organizational Support, which are feedback from their efforts, new challenges, additional responsibilities, connectivity's, communication and collaboration, and their needs to be heard & valued.

Fairness could be achieved if the organization treats its employees fairly and considers their well-being in their work (Greenberg & Baron, 2003). On the other hand, the supervisor is also needed since the supervisor's orientation greatly affects employees in the workplace (Rhoades, 2001). The last one is reward and workplace

condition; this is very important because reward and workplace determine the Perceived Organizational Support towards their employee (Shore & Shore, 1995).

If an employee is being motivated by their organization, there will be loads of positive impacts inside and for the employee. For the employees, the positive effects that they will achieve are that they will have a strong organizational commitment since they feel like their organization has their backs; they will also think that the work they are working for is not only for the organization but is for them as well which will increase their working perform, they will also like to participate to all organization's activities, will increase their performance, they don't want to leave their job because they feel connected to the organization, and they will feel very comfortable inside of the organization (Rhoades, 2001). These impacts will decrease the turnover intention of employees

D. Perceived Supervisor Support

Perceived Supervisor Support is how a supervisor inside an organization appreciates an employee's contribution and how much the supervisor cares about the employee's well-being (Kottke & Sharafinski, 1988). Employees will present their own perspectives based on how their supervisor shows sympathy for their efforts while working (Rhoades, 2001). Strong support from a supervisor can affect employee quality at work, work satisfaction, and decreasing turnover intention (Bhate, 2013). Research from Bhate also said that if the employee has a supportive supervisor, they tend to have a strong commitment to the organization, and they also tend to have a balanced life between the workplace and their family life.

According to Goodwin & Griffith (2008) research about Perceived Supervisor Support, it has been said that there are view characteristics, which are; there are two ways of communication between employees and their supervisor while they're doing work inside of the organization, there is some sympathy made between two parties when they can appreciate and take care of each other, and the last one will be there is a good connection between the supervisor and the employee where they can appreciate each other equally or this is called the Mutual Reward Theory; MRT.

However, view indicators need to be considered to evacuate the supervisor support's perspective. According to House (1980), these indicators are the supervisor's willingness to give support and help, listen to their employees, and show caring and sympathy towards them. If the employee knows that their supervisor is looking after them and cares about them, they will feel important inside of the organization. This will affect their commitment to the organization, eventually reducing their intention to move to another organization.

A good Perceived Supervisor Support the employee will affect their attitude in their workplace, these impacts according to Bhate's (2013) research, it will increase employees' quality, work satisfaction, work commitment, and loyalty, decrease their intention to move to another organization, and there will be a better balance between their work and their personal life. Storseth (2004) also said that supervisor support is a key predictor of work motivation. Meanwhile, research from Nelson (2014) stated there is a positive and significant relationship between supervisor support & and behavior and work engagement, which can also affect the turnover intention rate

E. Person Organisation Fit, Perceived Organisational Support, Perceived Supervisor Support, and Turnover Intention

According to the article the researcher reviewed, only a few research have a direct relationship between these variables. For example, there are only relationships between Person Organization Fit and Perceived Organizational Support towards Turnover Intention and Perceived Supervisor Support toward Turnover Intention. Based on previous research, all of these variables have a relationship, which means that the three variables, Person Organization Fit, Perceived Organizational Support, and Perceived Supervisor Support, can influence employee turnover intention.

However, all of these variables are also influenced by generational differences; this is caused by the differences between every generation about what they would think and prefer about Person Organization Fit, Perceived Organizational Support, and Perceived Supervisor Support. This study is specifically related to Generation Y. According to previous research that has been done by Quieri et al. (2015), Generation Y tends to have a high rate of turnover because they always want the best opportunities. They will always want to find an organization that fits their preference and values. Therefore, the organization should have a strategy to fit with Generation Y's preferences and values. According to Khalida and Safitri (2016), there is a significant positive correlation and impact between Person-Organization Fit and Turnover Intention. Meanwhile, according to research that has been done by Yi & Lee (2012), Perceived Organizational Support has a significantly positive relation with turnover intention. It has been defined that if the organization gives enough support, this will determine employee satisfaction and commitment, which can affect their turnover intention. Meanwhile, the last research from Einsenberger showed that Perceived Supervisor Support has a positive correlation and impact on Turnover Intention since the supervisor is the most important agent inside of the organization who has a responsibility to

evaluate everyone else, giving the employees moral support, and do mentoring as well.

The relationship between the independent variables and dependent variables is influenced by each other. Figure 1 shows a framework for the study respectively. This framework also represents a direct correlation to the relation between independent and dependent variables. Independent variables describe Person-Organization Fit, Perceived Organizational Support, and Perceived Supervisor Support; meanwhile, the dependent variables describe Turnover Intention. Thus, Person Organization Fit, Perceived Organizational Support, and Perceived Supervisor Support will be influenced by turnover intention among Generation Y employees.

Below is the research framework for this study. There are four variables.

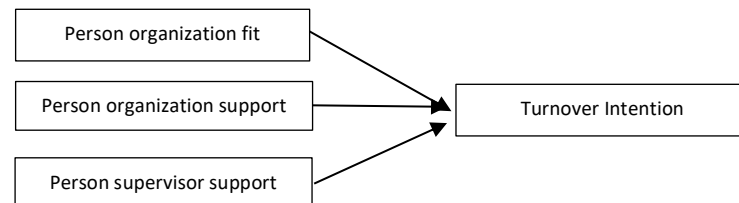


Figure 1. Research Framework

The discussion leads to the following hypotheses, which are:

H1: There is a positive and significant relationship between Person Organisation Fit and Turnover Intention

H2: There is a positive and significant relationship between Perceived Organisational Support and Turnover Intention

H3: There is a positive and significant relationship between Perceived Supervisor Support and Turnover Intention

III. RESEARCH METHODOLOGY

A. Data Analysis

Data Analysis systematically applies statistical and/or logical techniques to describe, illustrate, condense, recap, and evaluate data (Savenye & Robinson, 2004). This research will use regression analysis.

Regression analysis is a set of statistical methods used to estimate relationships between a dependent variable and one or more independent variables, according to Levin & Rubin (1998). The dependent variable in this research is turnover intention. Meanwhile, the independent variables in this research are Person Organisation Fit, Perceived Organisational Support, and Perceived Supervisor Support. The software that will be used in this research is Statistical Package for the Social Sciences (SPSS), also known as IBM SPSS Statistics, a software package used for the analysis of statistical data.

B. Data Collection

The purpose of conducting this study is to conduct causal research that involves hypothesis testing. In this study, the researcher decided to identify the cause-and-effect relationship between Person Organisation Fit, Perceived Organisational Support, Perceived Supervisor Support, and Turnover Intention amongst Generation Y. Data was collected by using a survey, which is a questionnaire and was distributed to the respondents at the city center of Indonesia, which is DKI Jakarta.

The researcher used a non-contrived setting for the study setting as it was conducted in a natural environment. Besides, as for the unit of analysis, the researcher has decided to analyze the respondents individually. The researcher has chosen employees from every organization inside DKI Jakarta that is included in Generation Y. The sample for this research is 428 employees in DKI Jakarta within the age category of Generation Y. A cross-sectional study was used to investigate the variables since the data was gathered from the respondents just once.

C. Instrument and Measurement

Person Organisation Fit and Perceived Organisational Support were measured using the questionnaire adopted from Rhoades (2001). Perceived Supervisor Support was measured by using the questionnaire adopted from (Bradley & Sanjay, 2008). Meanwhile, the turnover intention was measured using the questionnaire adopted by Mobley et al. (2017). Based on Table 1, the scale that is used for both measurements is the Likert Scale, which ranges from 1-5, with a scale 1 indicating disagreement and a scale 5 indicating agreement.

Table 1. Instrument and Measurement

Person Organisation Fit (Bradley & Sanjay, 2008)	
1.	I find that my values and the organization's values are very similar.
2.	If the values of this organization were different, I would not be as attached to this organization.
3.	The reason I prefer this organization to others is because of what it stands for, and its values.
4.	What this organization stands for is important to me.
Perceived Organisational Support (Rhoades, 2001)	
1.	My organization really cares about my well-being.
2.	My organization strongly considers my goals and values.
3.	My organization shows little concern for me.
4.	My organization cares about my opinion.
5.	My organization is willing to help me if I need a special favor.
6.	Help is available from my organization when I have a problem.
7.	My organization would forgive an honest mistake on my part.
8.	my organization would take advantage of me if given the opportunity.
Perceived Supervisor Support (Rhoades, 2001)	
1.	My supervisor cares about my opinions.
2.	My work supervisor really cares about my well-being.
3.	My supervisor strongly considers my goals and values.
4.	My supervisor shows very little concern for me.
Turnover Intention (Omar & Ramdhani, 2017)	
1.	I often think about quitting my present job
2.	I will probably look for a new job in the next year
3.	It is likely that I will actively look for a new job next year
4.	I often think of changing my job

IV. RESULT/FINDINGS

A. Descriptive Analysis

After distributing questionnaires to workers in the millennial generation or Generation Y in Jakarta, a total of 428 responses were obtained. However, due to incomplete answers, only 399 responses could be used. Based on the gender classification, it can be calculated that 57% of respondents were women, and 43 respondents were men. In terms of age range, it is known that the response is dominated by workers aged 20-24 years with a percentage of 65%, 25-30 years old at 25% and 31-40 years at 10%.

B. Measurement Model Analysis

This section describes the reliability and validity of the questions designed to measure each research variable. The results of the test show that all variables can be declared valid and reliable with Cronbach alpha values, composite reliability, and average variance extracted above 0.5. Please see Table 2.

Table 2. Validity and Reliability

Variable	Cronbach Alpha	Composite Reliability	AVE
Perceived organization support	0.828	0.847	0.543
Perceived supervisor support	0.777	0.856	0.600
Perceived fitness of value	0.809	0.874	0.636
Turnover intention	0.877	0.915	0.729

C. Hypothesis Testing & Discussion

This section describes the results of testing the hypotheses on the proposed research model. The processing results show that all hypotheses are acceptable, where the suitability of individual-organization values, organizational support, and supervisor support have a negative and significant effect on the level of employees' desire to leave the company. In this case, the three variables can predict a 52.6% change in turnover intention or the desire of employees to move from the company. See Table 3.

Table 3. Result of Structural Model Analysis

Hypothesis	Descriptions	PC	t-value/p-value
H1	There is a significant negative effect of individual-organization suitability (POF) on the level of desire for employee turnover (turnover intention).	-0.126	2.990/ 0.003
H2	There is a significant negative effect of perceived organizational support (POS) on turnover intention.	-0.254	5.480/0.000
H3	There is a significant negative effect of the perception of supervisor support (PSS) on the level of willingness to turn employees (turnover intention) s	-0.519	15.129/0.000

V. DISCUSSION

After testing the hypothesis to determine the effect of Person-Organization Fit or individual-organization suitability on the turnover intention level, it was found that Person-Organization Fit significantly affected the turnover intention level of Generation Y employees in Indonesia. This aligns with the research results by Khalida and Safitri (2016), which concluded that Person-Organization Fit is a significant predictor of turnover intention. The suitability of individual values and organizational values can determine turnover intention because the success of a working relationship from the results of the suitability of individual and organizational values and characteristics will affect organizational commitment, job satisfaction, and job involvement (Bretz & Judge, 1994). Hobart (2016) previously explained that Gen Y is not a generation with high loyalty, so increased organizational commitment due to the conformity of individual and organizational values will increase the loyalty of Gen Y employees and ultimately reduce the intention to change jobs.

The results showed that Person-Organization Fit has a negative effect on turnover intention, which means that the higher the match between individual and organizational values, the higher the turnover intention of Generation Y employees in Indonesia. On the other hand, the lower suitability of individual values and organizational values will increase the intention of Generation Y employees to change jobs. This aligns with the results of research by Abdalla et al. (2017), who found that Person-Organization Fit significantly negatively affects turnover intention. Person-Organization Fit will affect employee attitudes and behavior at work and build a conducive work environment because employees who are compatible with the organization will choose to stay, while employees who do not have a good fit with the organization will tend to choose to leave (Schneider, 1987). In addition, the existence of an individual-organization value match will predict employee job satisfaction, which in turn predicts the employee's intention to remain in the organization or leave the organization where he works. The existence of job satisfaction that employees feel will be a motivation for Generation Y employees to remain loyal to the organization because Generation Y employees tend to leave the organization where they work due to the lack of benefits they get from the company, one of which is low motivation at work (Omar & Ramdani, 2017).

After testing the hypothesis to determine the effect of perceived supervisor support on turnover intention, it was found that perceived supervisor support had a negative and significant effect on the turnover intention of gene Y workers in Indonesia. This means that the higher the perception of supervisor support, the lower the employee's intention to change jobs. Conversely, the lower the perception of supervisor support in employees, the more likely turnover intention will increase. This aligns with the results of research by Eisenberger et al. (2002) and Shanock & Eisenberger (2006), who found that perceived supervisor support significantly negatively affects turnover intention. Pew Research Center (2010) states that the high turnover rate of Generation Y employees is partly due to the high contribution of low superiors' support. Employees who feel valued and considered by superiors as a form of support in the workplace will increase employee commitment to stay and not move from their current jobs.

PSS is one of the potential solutions to retain Generation Y employees in organizations (Cassel, 2017). Based on reciprocal norms, PSS must increase obligations to supervisors and the organization (Malatesta, 1995). The existence of employees' perceptions regarding the recognition of the performance results they produce by their superiors will motivate them to perform better in return. When this relationship occurs, it will be a beneficial cycle for both employees and superiors. PSS on employees significantly affects job satisfaction, where job satisfaction will determine employee affective commitment, an important factor that can reduce employees' intentions to make work transfers (Alkhateri et al., 2018). Gen Y needs training and developing opportunities to form a higher PSS (Rayani, 2015). This is because employees in Generation Y prefer to be given the opportunity to develop and improve their quality to develop a career in their work.

VI. CONCLUSION AND RECOMMENDATION

It contains an answer or explanation to the problem of research. Moreover, it can also be added to the development prospects of the research and the further application in subsequent studies.

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