

## Generational Differences in the Relationships between Organizational Support, Work Environment, and Turnover Intention on Generation Z and Senior Nurses in Indonesian General Hospitals

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### Abstract

The global nursing workforce is unable to meet the needs of society, a problem compounded by high rates of burnout and consequently increasing intentions to quit among nurses.. In Indonesia, these challenges are compounded by a multi-generational workforce, particularly the influx of Generation Z nurses working alongside senior nurses. Understanding the different impacts of organizational roles on burnout and turnover intentions across generations necessitates effective strategies to increase employee retention. However, There is still a lack of research comparing these generational groups in Indonesia and the use of strong mediation models. This study aims to investigate the mediating role of practice environment in the relationship between organizational support and intention to quit, and to examine whether this mediation model differs significantly between Generation Z and senior nurses in Indonesian public hospitals. A quantitative, cross-sectional study will be conducted in Type B General Hospitals in Indonesia. A sample of 420 nurses (210 Gen Z, 210 Senior) selected randomly and simply. Data will be collected using validated instruments: SPOS-8, PES-5, and the TIS-6. The data were analyzed in the form of descriptive statistics., confirmatory measurement model in PLS, and multi-group structural equation modeling (SEM) to test for measurement invariance and path differences between the two generational groups.

**Keywords:** *Generational Differences, Burnout, Turnover Intention, Organizational Support, Practice Environment, Nursing, Indonesia.*

### INTRODUCTION

The global healthcare sector is grappling with a persistent and escalating nursing workforce crisis, characterized by high levels of professional burnout and a consequent intention to leave the profession (WHO, 2020). This phenomenon disrupts the quality of care and burdens the finances of hospitals as healthcare organizations due to increased

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training and recruitment costs (Talebi et al., 2025). In Indonesia, a rapidly developing country, these challenges are particularly pronounced as the healthcare system struggles to meet the needs of a large and continually growing population (Kemenkes, 2023).

A critical, yet underexplored, dimension of this crisis is the evolving demographic landscape of the nursing workforce. A new generation of nurses or generation Z is now part of the nursing workforce bringing new expectations about work life into the healthcare work environment (Hampton & Welsh, 2019). The emergence of Generation Z is driving changes in organizational functions, the way organizations communicate, and solve problems in the world of work (Racolța-Paina & Irimi, 2021). The unique characteristics of Generation Z nurses present unique challenges for the sustainability of the nursing profession and patient care. Furthermore, Generation Z interactions and relationships form the basis for professional socialization in the workplace (Patten, 2025).

Perceived organizational support (POS) is the perception of the level of organization in valuing contributions and caring about employee welfare (Eisenberger et al., 2020). POS is a factor that can reduce the intention to quit work among nurses (Zhu et al., 2023). POS has also been found to be positively associated with the practice environment (Sheng et al., 2023). Rooted in Social Exchange Theory (SET), nurses who feel support from hospital management are more likely to respond in the form of positive behavior and attitudes, such as increased commitment to work and decreased intention to leave work (Blau, 2017). Study using meta-analysis showed that organizational support can reduce turnover intention in the nursing profession (Galanis et al., 2024).

Similarly, the Practice Environment encompassing elements like nurse participation in hospital affairs, supportive management, and adequacy of resources is a powerful determinant of nurse outcomes (Lake, 2002). A recent systematic review by Figueiredo et al. (2025) demonstrated that favorable practice environments significantly reduce nurses' turnover intention, while unfavorable environments increase it. The Practice Environment Scale of the Nursing Work Index, and its validated short form (PES-5), provides a reliable measure of these environmental conditions (Lake et al., 2024).

While the relationships between these variables are well-established, a significant research gap exists in understanding how these dynamics play out across different generational cohorts, particularly within the unique cultural and healthcare context of Indonesia. Do Gen Z nurses, with their reported emphasis on work-life balance and supportive leadership, react differently to a poor practice environment compared to their senior counterparts? Does the protective effect of organizational support against turnover vary in strength between these two groups? Answering these questions isn't as simple as answering an academic exercise; it requires strategic planning by hospital administrators to design retention strategies that are targeted, effective, and sensitive to generational differences.

Senior nurses represent a vital resource within Indonesian general hospitals, contributing extensive experience, knowledge, and stability to the workforce. Their retention is paramount, and studies show it is heavily influenced by factors such as strong teamwork, fair compensation, and opportunities for continued professional development (Wardhani & Hariyati, 2023). Beyond their clinical roles, senior nurses are crucial in mentoring and shaping the next generation of the workforce. They perceive a range of soft skills including self-control, initiative, caring, and adaptability as essential for novice nurses to successfully transition into practice, highlighting their role in professional socialization (Ernawati & Bratajaya, 2021). The performance of senior nurses is closely related to their job satisfaction so hospitals need to create a comfortable work environment to retain these experienced nurses (Tumanggor et al., 2025). Furthermore, their effectiveness in communication is a cornerstone of quality nursing services, and continuous training is recommended to maintain these high standards (Simanullang, 2025).

Generation Z nurses, as the newest cohort entering the Indonesian healthcare system, bring a unique set of characteristics, expectations, and challenges. Studies focusing on this generation reveal that their loyalty and intention to stay are significantly influenced by work-life balance and burnout levels (Wulandari et al., 2025). Determinants of turnover intention specific to Gen Z nurses include factors like monthly income, workload, and a sense of spiritual meaningfulness in their work (Saadah et al., 2024). Recognizing their distinct needs, interventions such as web-based social spiritual models have been shown to be effective in increasing their resilience, a crucial attribute for navigating the demanding hospital environment (Wardhani et al., 2025). A study on a multigenerational workforce found that while older generations like Generation X may report higher engagement, the engagement levels of Gen Z and Millennial nurses are distinct and require targeted management strategies to foster loyalty and satisfaction (Kristi & Basabih, 2024). Understanding Generation Z's values and motivations is critical to developing retention strategies for this growing segment of the nursing workforce.

The relationship between organizational factors and nurse retention is a critical area of concern, with various interrelated factors that determine the nurse's decision to stay or leave their position. Research consistently demonstrates that work stress and a poor work environment are strong predictors of turnover intention (Al Sabei et al., 2020; Tarawan & Ningrum, 2024). Excessive workloads, a lack of supportive organizational culture, and authoritarian leadership styles are highlighted as key organizational determinants that fuel burnout and subsequent turnover (Karimah & Holipah, 2025). Conversely, factors that enhance retention include transformational leadership, fair compensation, and opportunities for professional growth. Job satisfaction emerges as a crucial mediator in this dynamic; improving job satisfaction can help buffer the bad effects of work stress and reduce

nurses' desire to leave their jobs (Yestiana et al., 2019). Therefore, addressing the root causes of burnout is a direct strategy for improving nurse retention in Indonesian hospitals.

While research on specific nursing issues is growing, there are still significant gaps in the literature regarding the broad, systemic, and unique challenges faced by public hospitals in Indonesia. The Indonesian healthcare landscape is complex, characterized by a maldistribution of the health workforce and a paradoxical situation of both surplus and shortage of nurses, which creates inefficiencies in the labor market (Efendi et al., 2022; Muharram et al., 2024). Existing studies have touched upon significant barriers, such as organizational and professional constraints that limit nursing leadership development, and the immense logistical challenges of nurse workforce scheduling, which were particularly exacerbated (Sugianto et al., 2022; Wardani & Ryan, 2019). These issues point to a need for more in-depth research into the structural and cultural factors within Indonesian hospitals that impact the nursing profession, moving beyond individual-level factors to explore systemic constraints and opportunities for improvement.

## **LITERATURE REVIEW**

### **Grand Theory**

This study is based on a grand theory that explains the relationship between support provided to the organization, the practice environment of nurses, and behavioral outcomes in the form of intention to quit. Social Exchange Theory (SET) asserts that behavior involving two parties is the result of an exchange process. This theory states that relationships are maintained through comparative analysis of alternatives and the relationship of costs to the benefits obtained (Blau, 2017). In the organizational context, when employees feel they receive support from the organization, they feel obliged to reciprocate this support in the form of positive attitudes and behavior, such as greater commitment to the organization and reduced intention to leave work (Cropanzano & Mitchell, 2005). SET provides the foundational logic for why POS is a critical antecedent to positive employee outcomes.

Organizational Support Theory (OST), as an extension of SET, specifically focuses on employees' views of how much the organization values the contribution of the work performed and cares about the well-being of nurses (Kurtessis et al., 2017). The core principle of OST is that POS fulfills socio-emotional matters, forming a sense of identification with the organization and an internalized obligation to help the organization achieve its goals. A high level of POS signals to employees that the organization is a reliable partner in the social exchange, thus reducing stress and increasing job satisfaction (Rhoades & Eisenberger, 2002).

### **Perceived Organizational Support (POS)**

Organizational support has been recognized as an important factor in shaping the attitudes and behaviors of nurses across generations in

Indonesian hospitals. Research shows that POS is beneficial in fostering organizational commitment and organizational citizenship behavior, especially seen during the increased stress of the COVID-19 pandemic (Firmansyah et al., 2022). When nurses feel supported and appreciated by their institutions, their commitment deepens, and their willingness to contribute beyond their formal job descriptions increases. This sense of support, alongside work engagement, directly influences nurses' intention to stay, with some studies suggesting work engagement is very useful in maintaining nurse retention (Lydia et al., 2023). Furthermore, organizational support acts as a major deterrent to employee turnover by fostering job satisfaction and job resilience, which results in reduced intentions to quit (Effendi et al., 2024). For Generation Z nurses specifically, organizational support is a crucial determinant in reducing job burnout, which is a determining factor in their intention to leave work (Anita & Widjaja, 2026; Nur et al., 2025).

POS is a cornerstone of organizational psychology, refers to the global beliefs held by employees about how much the organization cares about the welfare of employees and values the work they do (Kurtessis et al., 2017). Extending from the broader framework of organizational support theory, a substantial body of evidence, as synthesized by Rhoades & Eisenberger (2002), demonstrated that workers who perceived significantly lower organizational support were more likely to experience burnout and reported stronger intentions to leave their positions (Kusuma et al., 2024). When nurses feel supported by the hospital, they tend to feel more psychologically safe, which buffers them from the chronic stressors of their job (Newman et al., 2017). The Survey of Perceived Organizational Support (SPOS), particularly its validated short forms like the SPOS-8, provides a reliable and efficient means of measuring this construct (Bardhoshi et al., 2023).

### **Practice Environment**

The work environment in Indonesian general hospitals is a pivotal determinant of nurse satisfaction, performance, and retention, with distinct factors influencing different nursing generations. For Generation Z, a conducive and supportive workplace environment is paramount and has been identified as a more significant factor for their performance than workload or job stress (Hendratmoko & Mutiawati, 2023). The characteristics of this generation positively affect their job satisfaction, which subsequently mediates their intention to turnover, underscoring that positive work conditions are a protective factor against attrition (Anita & Widjaja, 2026). From the assumptions of nurses in the older generation, a functional work environment is one where novice nurses possess essential soft skills, including self-control, initiative, and adaptability, which are deemed critical for successful integration into clinical practice (Ernawati & Bratajaya, 2021). The PES-NWI is the gold standard for measuring practice environments. Research consistently shows that positive practice environments characterized by nurse participation in decision-making, strong managerial support, and

adequate staffing are associated higher satisfaction with aspects of work (Van Bogaert et al., 2017). The recently validated 5-item version (PES-5) offers a parsimonious yet robust measure of the core attributes of a healthy practice environment, making it ideal for survey research (Lake et al., 2024).

### **Turnover Intention**

Resignation intentions among nurses in Indonesian hospitals are a critical challenge triggered by a combination of external attraction factors, personal reasons, and unsuitable working conditions (Dewanto & Wardhani, 2018). Organizational factors such as salary level, leadership, and the opportunity for promotion can reduce employees' intention to leave their jobs (Alhamwan & Mat, 2015). Nurse dissatisfaction, stress, supervisory support, and management style are the factors that have the most influence on turnover intention (Halter et al., 2017). To retain nurses, especially experienced ones, hospitals must focus on fostering solid teamwork, providing adequate compensation and benefits, and creating clear pathways for professional career development (Wardhani & Hariyati, 2023).

Strategies proposed to mitigate turnover include not only adjusting remuneration systems and ensuring fair promotion opportunities but also managing workloads through adequate staffing and developing more flexible work schedules to enhance overall job satisfaction (Azzahra & Asropi, 2024; Dewi et al., 2020). Intention to quit is an employee's tendency to leave their job within a certain period of time which begins with a psychological response to any negative aspects of their current job (Tolksdorf et al., 2022). The relationship is often mediated by job satisfaction, where burnout reduces satisfaction, which in turn increases the desire to leave (Alkhraishi et al., 2023). TIS-6 (Turnover Intention Scale) is a reliable measure of turnover intentions (Bothma & Roodt, 2013).

### **Generational Differences As Moderator**

In today's working world, various levels of generations such as generation Z and other generations have worked side by side, therefore an inclusive culture is needed that can meet the various needs of each age group (Rai & Kulkarni, 2023). This study attempts to examine the moderating role of different generational groups (Generation Z vs. Senior Nurses) on the relationship between organizational factors, practice environment and intention to leave work. It is hypothesized that the protective effects of POS and a positive practice environment may vary in strength between these two groups. For instance, Gen Z nurses might be more sensitive to a lack of managerial support or inadequate resources (i.e., a poor practice environment), leading to higher turnover intention. Conversely, senior nurses, with a longer tenure and greater investment in the organization, might be more resilient to environmental stressors but more negatively affected by a perceived lack of organizational appreciation and support (low POS) (Costanza et al., 2012). This study's

multi-group analysis is designed to empirically test these hypothesized generational differences.

## **METHODS**

Quantitative research was applied as the research design. Cross-sectional design was used in the study due to the time span of data collection. A Multi-Group Structural Equation Modeling approach was used because it allows for simultaneous testing of the proposed mediation model and comparison of path coefficients between two independent groups: Generation Z nurses and senior nurses (Byrne, 2016).

The research population consisted of registered nurses and came from Type B General Hospitals in Indonesia. This setting was chosen as it represents a typical urban healthcare environment with a diverse, multi-generational nursing staff. The specific criteria for being used as a research sample are nurses with valid practice permits and officially registered, permanent hospital employees, at least one year of clinical experience, belonging to generation Z born between 1997 and 2005 (aged 21-29 years at the time of the study), Senior nurses born before 1997 (aged 30 years and over at the time of the study). The research data collection was conducted in a simple and random manner to ensure adequate representation of both generation groups. In determining sample size, power analysis is used to ensure sufficient statistical power to detect significant effects.

Data will be collected using a structured questionnaire consisting of the following validated scales, translated into Indonesian and back-translated to ensure accuracy. This 8-item scale measures employees' perception of organizational support (Bardhoshi et al., 2023). Participants will rate their agreement with statements (e.g., "The hospital values my contribution to its well-being.") on a 5-point Likert scale by reversing some items. This 5-item scale assesses the quality of the nursing practice environment (Lake et al, 2024). Participants will rate their agreement with statements (e.g., "Administration that listens and responds to nurses' concerns.") on a 5-point Likert scale by reversing some items. This 6-item scale aims to measure nurses' turnover intention (Bothma & Roodt, 2013). Participants will indicate how often they have had thoughts related to quitting (e.g., "I think about quitting my job.") on a 5-point frequency scale.

Smartpls is used to process data and the data analysis method applied in this study is called PLS SEM. PLS-SEM is appropriate because it enables the simultaneous assessment of measurement models and structural relationships among latent constructs while accommodating complex models and non-normal data distributions. The analysis will proceed in several stages. Respondent descriptions will be presented according to the categories used. In evaluating the measurement model, the things that will be assessed before proceeding to the structural relationship are validity and reliability. The validity of the indicator or statement item will be assessed from the size of the outer loading where

a value of 0.70 or above is considered valid. The reliability of a variable will be seen in the Cronbach's alpha score and composite reliability, with a minimum of 0.70 to be declared reliable. Convergent validity will be examined using Average Variance Extracted (AVE), with an acceptable value required to be higher than 0.50. Discriminant validity will be seen in the Heterotrait-Monotrait ratio score and variables are stated to have unique characteristics and do not overlap if they have a value  $<0.9$  (J. Hair et al., 2022).

After the measurement model is declared to meet the requirements, it is continued to the structural model. The magnitude of the strength and the presence or absence of the hypothesized relationship will be assessed through the path coefficient.  $R^2$  will be used to determine the magnitude of the contribution of factors that influence turnover intention, while the effect size ( $f^2$ ) will be calculated to assess the strength of the effect of the exogenous/independent construct on the endogenous/dependent variable. The mediating role of the practice environment will be tested using the bootstrapping procedure with 10,000 subsamples. The significance of indirect effects will be examined to determine whether the practice environment significantly mediates this relationship.

Before conducting group comparisons, measurement invariance across Generation Z and senior nurses will be evaluated using the MICOM or Measurement Invariance of Composite Models procedure. This process includes the assessment of variance, configural invariance, equality of composite means, and compositional invariance. PLS Multigroup Analysis was used to see whether or not there were generational differences in structural relationships. The analysis attempted to compare several path coefficient values between Generation Z nurses and senior nurses to determine whether there are differences between perceptions of organizational support, practice environment, and intention to leave the workforce across generations.

## RESULTS

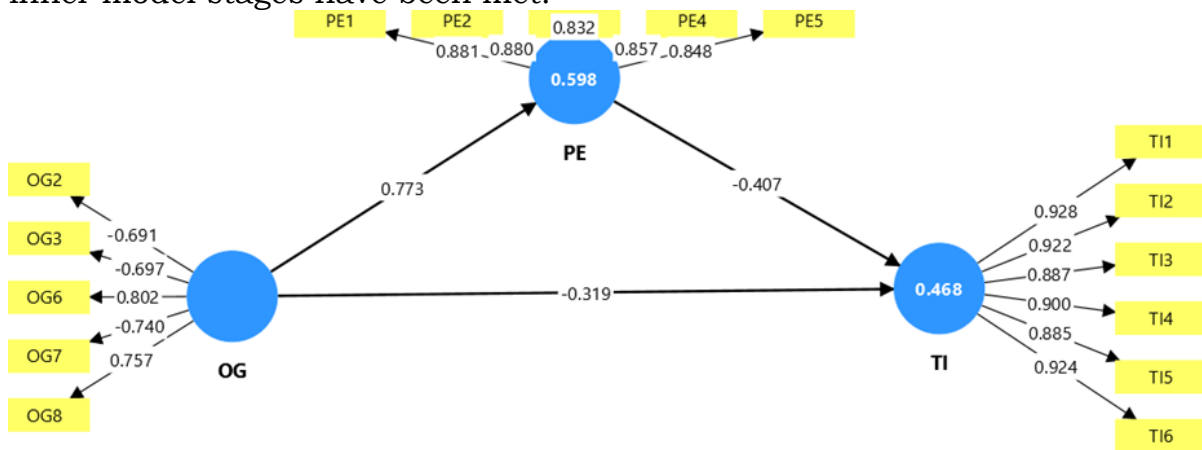
### Respondent Demography

The sample consisted of 424 respondents, with 174 males (41.0%) and 250 females (59.0%). Most respondents were married (51.9%), followed by single/never married (42.7%), with smaller proportions being divorced (4.5%) and widowed (0.9%). The majority of respondents held a bachelor's degree in nursing (67.5%), followed by a diploma (26.2%) and a master's degree (6.4%). Respondents were primarily distributed in the Emergency Department (25.2%), followed by the Operating Room (18.9%), Inpatient Ward (18.6%), ICU (17.0%), Maternity/Neonatal Ward (12.0%), and Polyclinic (8.3%). Most respondents had 3–5 years of service (49.5%), followed by 1–2 years (28.3%), 6 to 10 years (16.7%), under a year (3.3%), > 10 years (2.1%). Most respondents had 3–5 years of experience as nurses (43.2%), followed by 6–10 years (27.8%), 1–2 years (21.9%), more than 10 years (3.8%), and less than 1 year (3.3%). Most respondents worked mixed/rotating shifts (54.0%), followed by night

shifts (18.2%), afternoon shifts (16.0%), and morning shifts (11.8%). Most respondents had an average weekly workload of 41–50 hours (57.5%), followed by 51–60 hours (28.5%), ≤40 hours (9.4%), and more than 60 hours (4.5%).

**Outer Model**

The outer model stage tests convergent validity, which can be seen from the outer loading, discriminant validity, which is determined from the AVE value, and reliability testing, which looks at the composite reliability score. Hypothesis testing can proceed once both the outer and inner model stages have been met.



**Figure 1. Outer Model**

**Convergent Validity Test**

At this stage, decisions are taken based on the size of the outer loading on the indicator. The ideal threshold is 0.708, meaning the construct explains over 50% of the indicator's variance. Indicators loading below 0.40 must be removed, while those in the range of 0.40 to 0.708 will still be used if their deletion does not cause the AVE to increase (J. F. Hair et al., 2021) (J. F. Hair et al., 2021). The minimum loading factor used is 0.50 which is accepted, but with the note that the AVE value must exceed 0.50 for each construct (J. Hair et al., 2022).

**Reliability Test**

Cronbach's alpha value indicates the level of reliability of an instrument, as does the composite reliability. Both values must be above 0.7 to be considered consistent or reliable (Hair et al., 2022).

**Table 1. Outer Loading**

Constructs and items		Outer Loading
<b>Organizational Governance (AVE = 0.545, CR=0.857)</b>		
OG2	The hospital failed to appreciate my every extra effort	0.691
OG3	The hospital ignored my every complaint	0.697
OG6	The hospital cares about my general job satisfaction	0.802
OG7	The hospital cared little about my welfare	0.740
OG8	The hospital is proud of my achievements at work	0.757
<b>Practice Environment (AVE =0.739, CR=0.934)</b>		

PE1	Hospital leadership listens to nurses' concerns	0.881
PE2	My supervisor is a good leader	0.880
PE3	Doctors and nurses work well together	0.832
PE4	There are enough nurses to get the job done	0.857
PE5	The nursing vision is clearly reflected in the care provided to patients	0.848
<b>Turnover Intention (AVE =0.824, CR=0.966)</b>		
TI1	I often think about quitting this job	0.928
TI2	This job doesn't fulfill my personal needs	0.922
TI3	I'm often frustrated by the lack of opportunities for growth at work	0.887
TI4	I often imagine working elsewhere that would better suit my needs	0.900
TI5	I'd likely accept another job offer even if the pay was the same	0.885
TI6	I rarely feel enthusiastic about the workday	0.924
Information: OG = Perceived Organizational Support, PE = Practice Environment, TI = Turnover Intention		

### Discriminant Validity Test

The function of discriminant validity is to ensure that a variable has its own characteristics and is different from other variables. A heterotrait monotrait ratio value < 0.9 indicates that a construct is considered discriminantly valid or has unique characteristics that differentiate it from other constructs (Hair et al., 2022).

**Table 2. Discriminat Validity**

	OG	PE	TI
OG			
PE	0.775		
TI	0.673	0.697	

### Inner Model

Model explanatory power is assessed through R<sup>2</sup>, shows the variance in intention to quit work explained by the factors (0.75 = substantial, 0.50 = moderate, 0.25 = weak). The turnover intention has an R<sup>2</sup> of 0.468 or can be said to be in the weak category.

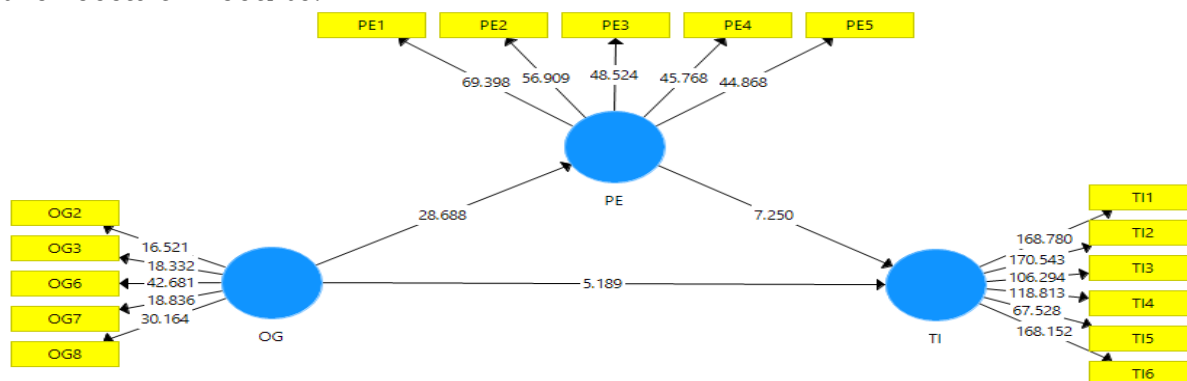
**Tabel 3. Evaluation Coefficient of Determination**

Endogenous Construct	R-squared
Practice Environment	0.598
Turnover Intention	0.468

### Hypothesis Test

This hypothesis testing aims to examine the direct influence of exogenous variables on endogenous variables and also their indirect influence when passing through mediator variables. To analyze the effect of perceived organizational support on turnover intention through the mediation of the practice environment, direct effect tests and mediation tests are required. The t-statistic test in the partial least squares analysis model is used as a reference to determine whether or not there is an

influence, in addition to that, SmartPLS 4.0 software is used to process the research results.



**Picture 2. Hypothesis Testing**

**Path Coefficients**

Bootstrapping with 10,000 subsamples at a significance level of 0.05 using a two-tailed test was applied when conducting the hypothesis test. The strength and direction of the relationship will be seen from the path coefficient ( $\beta$ ), and hypotheses are supported when p-values fall below 0.05 ( $t\text{-value} > 1.96$ ) (J. Hair et al., 2022).

**Table 4. Hypothesis Testing**

	Standardized Path Coefficients	t statistics	p values
OG -> PE	0.773	28.688	0.000
OG -> TI	-0.319	5.189	0.000
PE -> TI	-0.407	7.250	0.000
OG -> PE -> TI	-0.314	6.374	0.000

**Measurement Invariance**

Measurement invariance was evaluated using the Measurement Invariance of Composite Models (MICOM) approach via permutation testing with 5,000 permutations, a significance threshold of 0.05, and a two-tailed test. In the first step, configuration invariance is established as a result of data processing, indicators and the similarity of algorithm settings applied to both groups. In the second step, as the original correlation values (c) for all constructs were equal to or greater than the 5% quantile of the permutation distribution, and the associated p-values exceeded 0.05, compositional invariance was confirmed. In the third step, variances and the equality of composite mean values was examined, showing that the p-values for differences in means and variance value is greater than 0.05 for all constructs. These results indicate that full measurement invariance was achieved, allowing for meaningful comparison between groups using multi-group analysis (MGA) (Henseler, 2012).

**Table 5. MICOM Step 2**

	Original Correlation (OR)	Correlation Permutation Mean (CPM)	5%	Permutation p value
OG	0.968	0.997	0.989	0.001
PE	1.000	1.000	1.000	0.491
TI	1.000	1.000	1.000	0.668

**Table 5. MICOM Step 3a**

	<b>Original Difference (OD)</b>	<b>Permutation Mean Difference (PMD)</b>	<b>2.5%</b>	<b>97.5%</b>	<b>Permutation p value</b>
OG	0.027	-0.003	-0.199	0.194	0.785
PE	0.148	-0.003	-0.197	0.197	0.142
TI	0.369	0.001	-0.193	0.198	0.001

**Table 6. MICOM Step 3b**

	<b>Original Difference (OD)</b>	<b>Permutation Mean Difference (PMD)</b>	<b>2.5%</b>	<b>97.5%</b>	<b>Permutation p value</b>
OG	-0.116	0.010	-0.303	0.348	0.480
PE	-0.459	0.014	-0.428	0.492	0.051
TI	0.147	0.004	-0.170	0.186	0.102

**Multi Group Analysis (PLS-MGA)**

Multi-group analysis was used to determine the existence of significantly different structural relationships between Generation Z and senior nurses. This analysis compares the path coefficients across groups based on bootstrapping procedures and using a non-parametric approach. Specifically, differences between groups are considered significant when the p-value is below 0.05, indicating that the effect in one group is significantly stronger than in the other. PLS-MGA is very suitable for this research because the data does not have to be normally distributed and is robust for complex models with relatively small to moderate sample sizes. Therefore, it enables a reliable comparison of the hypothesized relationships across generational cohorts (Henseler, 2012).

**Table 7. Multi Group Analysis**

	<b>Difference (Group 1 - 2)</b>	<b>1-tailed (Group 1 vs 2) p value</b>	<b>2-tailed (Group 1 vs 2) p value</b>
OG -> PE	-0.109	0.975	0.050
OG -> TI	-0.195	0.914	0.172
PE -> TI	0.363	0.002	0.004

**DISCUSSION**

**H1: POS is positively associated with Practice Environment (PE)**

The structural model analysis revealed a significant positive relationship between POS and PE ( $\beta = 0,773$ ;  $t = 28,688$ ,  $p < 0,001$ ). These results suggest that when nurses feel support from their hospital administration, they also report a much more favorable practice environment. This is in line with Organizational Support Theory where employees who feel valued by their organization will view their work context more positively (Kurtessis et al., 2017). Recent international research corroborates this finding; for instance, a 2026 study published in BMC Nursing demonstrated that perceived organizational support is a foundational element that enhances their perception of the work environment and nurses' psychological resilience, particularly when organizations actively care about their opinions and well-being (Ding et al., 2026). Furthermore, an umbrella review in Collegian highlighted that supportive leadership and organizational backing are critical antecedents to creating positive practice environments characterized by adequate

resources and nurse participation in decision-making (Figueiredo et al., 2025).

### **H2: POS is negatively associated with Turnover Intention (TI)**

The results supported the hypothesis that POS has a significant negative direct impact on TI ( $\beta = -0,319$ ;  $t = 5,189$ ;  $p < 0,001$ ). This shows that when nurses feel supported by the hospital where they work, they tend to stay and not leave their positions. Consistent with Social Exchange Theory where perceived support creates an obligation to reciprocate with organizational commitment (Blau, 2017). Contemporary literature strongly supports this relationship. A 2025 study in *Frontiers in Psychology* found a direct negative effect of POS on turnover intention among nurses, emphasizing that adequate support helps nurses maintain their resource reserves and reduces the desire to leave (Liu et al., 2025). Similarly, Ding et al. (2026), reported that POS was a trigger for a decrease in the turnover intention rate, noting that organizational care acts as a crucial buffer against the chronic stressors of nursing practice.

### **H3: Practice Environment (PE) is negatively associated with Turnover Intention (TI)**

The results of the analysis confirm that PE is negatively correlated with TI ( $\beta = -0,407$ ;  $t = 7,250$ ;  $p < 0,001$ ). A favorable practice environment is characterized by the availability of adequate staff, supportive management, and nurse involvement is a powerful deterrent to turnover intention. The substantial explanatory power of the model (R-square = 0.468 for TI) underscores the importance of these factors. This finding is extensively supported by recent global evidence. Figueiredo et al. (2025) concluded that a positive and comfortable practice environment is crucial for maintaining nurses' desire to continue working, while unfavorable conditions directly increase turnover intention across various healthcare settings. Furthermore, research indicates that a positive practice environment mitigates occupational fatigue and burnout, which are primary drivers of nurses' turnover intention (Rutledge et al., 2024).

### **H4: PE mediates the relationship between POS and TI**

The structural model demonstrates a significant indirect effect, confirm that PE mediates or bridges the relationship between POS and TI ( $\beta = -0,314$ ;  $t = 6,374$ ;  $p < 0,001$ ). Liu et al. (2025) demonstrated complex chain-mediating roles in the POS-TI relationship, showing that organizational support influences intermediate variables like change fatigue and resilience, which in turn dictate TI (turnover intention). Similarly, Ding et al. (2026) found that the relationship between POS and TI occurred indirectly through resilience as a mediator at the construct level, suggesting that supportive environments build the necessary conditions for nurses to remain in their roles despite challenges.

**H5: The positive relationship between POS and Practice Environment (PE) differs significantly between Generation Z and senior nurses**

The analysis revealed significant differences in how generations perceive the link between support and environment. Generation Z nurses, who place a high premium on work-life balance and supportive leadership, show a distinct sensitivity to organizational support in shaping their view of the practice environment. This aligns with recent findings that younger nurses require targeted management strategies that emphasize flexibility and personalized development to perceive their environment positively (Rutledge et al., 2024).

**H6: The negative relationship between Organizational Support (POS) and Turnover Intention (TI) is stronger for senior nurses compared to Generation Z nurses**

The data supported the hypothesis that senior nurses' turnover intention is more strongly mitigated by POS. Senior nurses, who have longer tenure and greater organizational investment, rely heavily on perceived appreciation and support to remain committed. Conversely, Generation Z nurses may still exhibit turnover intention even with adequate support if other needs, such as work-life balance or spiritual meaningfulness, are unmet. This is consistent with research indicating that while workload affects all generations, younger nurses (Millennials and Gen Z) experience significantly higher levels of burnout and turnover intention post-pandemic compared to other generations, making them more likely to leave despite organizational support efforts (Rutledge et al., 2024).

**H7: The negative relationship between Practice Environment (PE) and TI is stronger for Generation Z nurses compared to senior nurses**

The findings confirmed that Generation Z nurses are more reactive to the quality of the practice environment. A poor practice environment characterized by inadequate resources or lack of managerial support more rapidly translates into turnover intention for Gen Z compared to their senior counterparts. Senior nurses demonstrate greater resilience to environmental stressors due to their accumulated experience. This is supported by Ding et al. (2026), who noted that persistence-oriented resilience is a key node in reducing turnover intention among experienced nurses. Furthermore, Figueiredo et al. (2025) highlighted that younger generations are particularly vulnerable to unfavorable work environments, demanding innovative strategies for retention.

**H8: The overall structural model (including direct and mediation paths) will differ significantly between Generation Z and senior nurses**

The PLS-MGA results confirmed significant differences between the two groups in the overall structural model. The significant p-value ( $p = 0.001$ ) in the MICOM Step 3a (Mean) for Turnover Intention indicates

fundamental differences in baseline turnover intentions between the groups. The pathways driving retention are generationally distinct: senior nurses are anchored by organizational support and appreciation, while Generation Z nurses rely heavily on a quality practice environment because it can directly reduce burnout and intention to quit. This comprehensive difference underscores the necessity of generationally-aware management strategies, as suggested by recent literature emphasizing that a "one-size-fits-all" approach is inadequate for the modern, multi-generational nursing workforce (Figueiredo et al., 2025; Rutledge et al., 2024).

## CONCLUSIONS

This study provides compelling empirical evidence regarding the critical roles of Perceived Organizational Support and Practice Environment in mitigating Turnover Intention among nurses in Indonesian general hospitals. The findings confirm that organizational support not only directly reduces the intention to leave but also exerts a powerful indirect effect by fostering a positive practice environment. Crucially, the multi-group analysis highlights significant generational differences in these dynamics. Senior nurses' retention is more strongly tied to perceived organizational support and appreciation, reflecting their accumulated resilience and organizational investment. In contrast, Generation Z nurses are highly sensitive to the immediate practice environment; unfavorable conditions rapidly escalate their turnover intention, despite organizational support.

The findings of this study certainly have implications for hospital administrators and nursing leaders. To ensure the sustainability of the healthcare workforce, retention strategies must move beyond uniform policies. Hospitals must cultivate strong organizational support systems to retain experienced senior nurses who are vital for mentorship and stability. Simultaneously, to engage and retain the emerging Generation Z workforce, administrators must prioritize the optimization of the practice environment, ensuring adequate resources, supportive management, and a focus on work-life balance. Addressing the specific needs of this generation is not simply an operational issue, but must be a strategic imperative to address the growing global nursing shortage.

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