ANALYSIS OF INDIVIDUAL-ORGANIZATIONAL COMPATIBILITY AND WORK CULTURE IN REDUCING GENERATION Z EMPLOYEES TURNOVER AT MINING LOCATIONS

Feny Wahyuniati[1]),Rafika Aufa Hasibuan[2])

[1]) Master of Management Program, Widyatama University, Indonesia, 2) Master of Statistics and Data Science, IPB University, Indonesia

Corresponding author: feny.wahyuniati@widyatama.ac.id

Abstract

The objective of this study is to analyze and understand how person-organization fit and a supportive work culture can reduce turnover intention among Generation Z employees in the mining sector. This study employs a multiple regression method. Data were collected through surveys involving Generation Z employees across various mining companies. The independent variables in this study are person-organization fit and work culture, while the dependent variable is turnover intention. Multiple regression analysis was used to determine the influence of each independent variable on the dependent variable. The findings indicate that both person-organization fit and a supportive work culture significantly influence the reduction of turnover intention among Generation Z employees. Work culture has a significant negative effect on turnover intention, whereas person-organization fit does not show a significant influence. These findings highlight the importance for mining companies to create a work environment that aligns with the values and needs of employees to improve Generation Z employee retention.

Keywords: Work Culture, Person-Organization Fit, Turnover Intention

INTRODUCTION

The mining industry is a sector that provides employment to thousands and contributes significantly to GDP (Central Bureau of Statistics, 2023). However, the industry faces a major challenge in employee retention, particularly among Generation Z, which consists of individuals born between the mid-1990s and early 2010s (Schroth, 2019). The distinct characteristics and preferences of Generation Z influence how they interact with the workplace, making human resource management critically important. Human capital can provide a significant competitive advantage for organizations (Amin et al., 2020). To achieve organizational goals, companies must ensure that their workforce comprises competent and high-quality individuals who can compete and contribute to company success.

One key concept in human resource management is person-organization fit, which refers to the alignment between an individual's values, goals, and personality with the organization's culture and values. This alignment has been identified as a crucial factor influencing job satisfaction and turnover intention (Wang et al., 2020). Studies show that good person-organization fit can enhance job satisfaction, commitment, and performance while reducing the desire to leave the organization (Nguyen & Tran, 2021).

A positive work culture also plays a critical role in creating a supportive and inclusive work environment. This is especially relevant for Generation Z, which values flexibility, inclusion, and sustainability (Deloitte, 2019). A strong and positive work culture can help improve employee retention and productivity (Kang & Sung, 2020). In the context of the mining industry, where working conditions are often difficult and remote locations pose unique challenges, a supportive work culture becomes even more essential (Garcia et al., 2021).

Although many studies have highlighted the importance of person-organization fit and work culture, few have specifically examined their impact on Generation Z's turnover intention in the mining industry. The emerging phenomenon is how these two factors can serve as tools to reduce turnover intention among Generation Z employees working in mining locations.

This study aims to fill the gap in the literature by exploring the influence of person-organization fit and work culture on the turnover intention of Generation Z employees in the mining industry. To address this

issue, the researcher adopts a statistical approach using multiple linear regression analysis. This study evaluates how the two independent variables—person-organization fit and work culture—influence the dependent variable, which is turnover intention. The expected outcome of this analysis is to provide deeper insight and practical recommendations for mining companies to improve employee retention, especially among Generation Z workers.

METHODS

To analyze the data, this study adopts a quantitative approach that includes multiple regression analysis. A saturated or non-probability sampling method was used, meaning that the entire population was sampled. As the population size was fewer than 100 individuals, the saturation sampling method recommended by Sugiyono (2013) was applied. Thus, all 63 Generation Z employees became the study sample.

The purpose of this research is to examine the relationship between Generation Z employees' intention to leave their current job and two factors: person-organization fit and work culture. A descriptive method was used to provide a detailed overview of the relationship between these variables. The figure below illustrates the relationships among the variables analyzed.
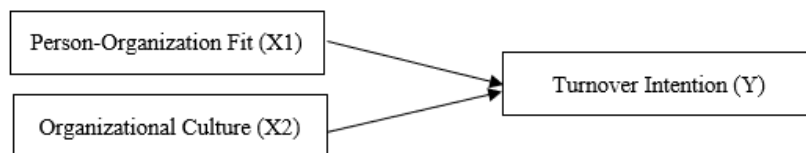

Figure 1
Diagram of Inter-variable Relationships

RESULTS AND DISCUSSIONS
Descriptive Analysis

This study was conducted by distributing questionnaires to 63 respondents who are Generation Z employees at a mining site. Table 1 presents the educational level characteristics of the respondents:

Table 1 Respondent's Educational Background

Education Level	Frequency	Percentage
No School	2	3.20%
Elementary School	0	0.00%
Junior High School	2	3.20%
Senior High School	35	55.60%
Diploma/Vocational	5	7.90%
Bachelor's Degree (S1)	18	28.60%
Master's Degree (S2)	0	0.00%
Others	1	1.60%
Total	63	100%

Source : Data Processing Result, 2025

Table 2 below presents the results of the distributed questionnaire, providing information about the characteristics of employees based on their length of service. Table 2 Characteristics of Respondents Based on Length of Service

Length of Service	Frequency	Percentage
<1 years	16	25.4%
1-3 years	30	47.6%
3-6 years	13	20.6%
>6 years	4	6.3%
Total	63	100%

Source : Data Processing Result, 2025

It can be interpreted that the majority of Generation Z employees in this company have a length of service ranging from 1 to 3 years, indicating that they are relatively new to the organization. According to

Robbins (2006), employees with relatively short tenure tend to have higher turnover rates compared to those who have worked longer in a company. This can be explained by several factors, including the adaptation process and engagement, which may be more challenging for new employees; high expectations that do not always align with workplace realities; and a lack of emotional attachment and commitment to the organization. Furthermore, new employees often seek better career development opportunities and improved working conditions. If the company fails to meet these needs, they may be more likely to consider moving elsewhere. Therefore, it is important for the company to focus on improving the onboarding process, providing adequate support, and offering clear career development paths in order to reduce the risk of high turnover among new employees.

Table 3 Descriptive Analysis of Person-Organization Fit Variable

Item	Mean	Category
X1.1	7.88	High
X1.2	7.52	High
X1.3	8.26	High
X1.4	9.02	Very High
X1.5	8.22	High
X1.6	7.96	High
X1.7	8.44	Very High
X1.8	7.78	High
X1.9	8.20	High
X1.10	7.94	High
X1.11	8.10	High

Source : Data Processing Result, 2025

Based on Table 3, respondents' assessment of the Person-Organization Fit variable had an average total score of 8.12, within the interval of 6.82–8.40, and categorized as 'High'. This indicates that Generation Z employees feel their individual values are aligned or compatible with the values upheld by the organization. The following table shows respondents' assessments of the Organizational Culture variable:

Table 4 Descriptive Analysis of Person-Organization Fit Variable

Item	Mean	Category
X1.1	8.7	Very High
X1.2	8.66	Very High
X1.3	8.16	High
X1.4	8.64	Very High
X1.5	8.66	Very High
X1.6	8.34	High
X1.7	8.5	Very High
X1.8	7.74	High
X1.9	8.06	High
X1.10	8.26	High
X1.11	8.16	High

Source : Data Processing Result, 2025

From the descriptive analysis of the organizational culture variable, it is evident that respondents' scores vary, with most items falling into the 'Very High' category and some in the 'High' category. The overall average score for the organizational culture variable is 8.36, within the 6.82–8.40 interval, categorized as 'High'. This suggests that Generation Z employees at the mining site have a positive perception of the company's work culture. Overall, the positive evaluation of organizational culture indicates that the values and practices in the company are well accepted and implemented by Generation Z employees, creating a supportive work environment that aligns with their expectations. The following table presents respondents' assessment of the Turnover Intention variable:

Table 5 Descriptive Analysis of Turnover Intention Variable

Item	Mean	Category
Y.1	4.76	Low
Y.2	5.04	Low
Y.3	4.22	Low
Y.4	4.48	Low
Y.5	4.86	Low
Y.6	5.94	Moderate
Y.7	4.28	Low
Y.8	5.18	Low
Y.9	5.12	Low
Y.10	6.28	Moderate
Y.11	4.54	Low
Y.13	6.2	Moderate

Source : Data Processing Result, 2025

Based on Table 5, which shows the descriptive analysis of the turnover intention variable, most items received average scores categorized as "Low." This indicates that Generation Z employees at the company are generally satisfied with their current jobs and do not exhibit a strong tendency to leave. However, to mitigate future turnover intentions, certain factors need further investigation. The company should evaluate and improve aspects that received moderate scores to increase job satisfaction and reduce the likelihood of employees seeking employment elsewhere.

Data Quality Test Results
Validity Test
Validity Test of Independent Variables (Person-Organization Fit and Organizational Culture)
The results of the validity testing indicate that all questionnaire items for both the Person-Organization Fit (X1) and Organizational Culture (X2) variables are valid. This conclusion is based on the fact that the calculated r-values for each item in both variables exceed the critical r-value of 0.244. Specifically, each item measuring the Person-Organization Fit and Organizational Culture variables demonstrated a strong correlation with the total score of its respective construct, confirming that the items accurately represent the variables they are intended to measure. Therefore, all items in both X1 and X2 can be considered valid and appropriate for use in further analysis.

Validity Test of Dependent Variable (Turnover Intention)Table 6 Validity Test of Turnover Intention Variable

Item	r values	r critical	Result
Y.1	0.803	0.244	Valid
Y.2	0.789	0.244	Valid
Y.3	0.747	0.244	Valid
Y.4	0.851	0.244	Valid
Y.5	0.711	0.244	Valid
Y.6	0.673	0.244	Valid
Y.7	0.82	0.244	Valid
Y.8	0.717	0.244	Valid
Y.9	0.685	0.244	Valid
Y.10	0.713	0.244	Valid
Y.11	0.749	0.244	Valid
Y.12	0.08	0.244	Not Valid
Y.13	0.315	0.244	Valid
Y.14	-0.176	0.244	Not Valid

Source : Data Processing Result, 2025

The validity test for the Turnover Intention variable revealed that two items, Y.12 and Y.14, were not valid. These items were eliminated to meet the validity criteria, resulting in 12 remaining valid questions.

Table 7 Validity Test of Turnover Intention (After Elimination)

Item	r values	r critical	Result
Y.1	0.803	0.244	Valid
Y.2	0.789	0.244	Valid
Y.3	0.747	0.244	Valid
Y.4	0.851	0.244	Valid
Y.5	0.711	0.244	Valid
Y.6	0.673	0.244	Valid
Y.7	0.82	0.244	Valid
Y.8	0.717	0.244	Valid
Y.9	0.685	0.244	Valid
Y.10	0.713	0.244	Valid
Y.11	0.749	0.244	Valid
Y.13	0.315	0.244	Valid

Source : Data Processing Result, 2025

Reliability Test

This study considers an instrument reliable if Cronbach's Alpha is greater than 0.6. The following table presents the reliability test results:

Table 8 Reliability Test

Variable	Cronbach's Alpha	Sig	Description
Person-Organization Fit	0.852	> 0.60	Reliable
Organizational Culture	0.804	> 0.60	Reliable
Turnover Intention	0.918	> 0.60	Reliable

Source : Data Processing Result, 2025

Based on the reliability test results shown in Table 8, all research instruments used for the Person-Organization Fit, Organizational Culture, and Turnover Intention variables are reliable. This implies the instruments have good internal consistency and can be relied upon for this study.

Multiple Linear Regression Analysis

The results of the regression analysis to determine the influence of Person-Organization Fit and Organizational Culture on Turnover Intention are presented below:

Table 9 Multiple Linear Regression Results

Variable	Parameter	Estimate	t-value	P-value	Description
Intercept	B0	15.836	7.668	0	Significant
Person-Organization Fit	B1	-0.329	-1.523	0.133	Not Significant
Organizational Culture	B2	-0.968	-4.015	0	Significant

Source : Data Processing Result, 2025

Table 9 shows that Organizational Culture significantly and negatively influences turnover intention, while Person-Organization Fit does not. Therefore, the company should focus on enhancing its work culture to reduce employee turnover intentions.

Classical Assumption Tests
Normality Test

The data collected from respondents were found to be normally distributed based on the Kolmogorov-Smirnov test, as the sample size exceeded 50 (n = 63). The test results are as follows:

Table 10 Normality Test Results of Residuals

Regression Model	P-value	Description
Y ~ X1 + X2	0.059	Normally Distributed

Source : Data Processing Result, 2025

Since the p-value (0.059) is greater than 0.05, the residuals are normally distributed. This indicates that the multiple linear regression results are valid and accurate as one of the fundamental assumptions has been met.

Heteroscedasticity Test (Breusch-Pagan)
This test is used to detect unequal variance (heteroscedasticity) in the residuals. Homoscedasticity refers to a condition where the variance of residuals is constant across observations.

Table 11 Heteroscedasticity Test Results of Residuals

Variable	Parameter	Estimate	P-value	Description
Intercept	B0	7.426	0.018	Homoscedasticity
Person-Organization Fit	B1	-0.411	0.204	Homoscedasticity
Organizational Culture	B2	-0.305	0.397	Homoscedasticity

Source : Data Processing Result, 2025

All variables in the regression model have p-values greater than 0.05, indicating no heteroscedasticity. Thus, the homoscedasticity assumption is fulfilled, ensuring efficient and consistent parameter estimates.

Coefficient of Determination
The coefficient of determination (R^2) tests the model's ability to explain the dependent variable using independent variables. A high R^2 value indicates strong explanatory power, while a low value suggests limited explanatory capacity.

Table 12 Model Summary

Regression Model	R	R²	Adjusted R²	Std. Error of the Estimate
Y ~ X1 + X2	0.565	0.32	0.297	1.27343

Source : Data Processing Result, 2025

The analysis shows that the independent variables (Person-Organization Fit and Organizational Culture) moderately explain the variance in the dependent variable (Turnover Intention), with an adjusted R^2 of 0.297. This implies that while other factors may influence turnover intention, the model still has a reasonable explanatory capability. The R value of 0.565 indicates a moderate relationship between the independent and dependent variables.

Conclusion
This study demonstrates that the instruments used are reliable and the applied regression model meets key assumptions (normality and homoscedasticity). Organizational Culture has a significant and negative influence on Turnover Intention, whereas Person-Organization Fit does not. The regression model moderately explains turnover intention, with an adjusted R^2 of 0.297. These results suggest that other factors beyond Person-Organization Fit and Organizational Culture may influence employee turnover intention.

Recommendations
Future studies are recommended to include psychological and demographic variables, use longitudinal and qualitative data collection methods, increase sample variety and size, and apply advanced statistical techniques such as SEM. Moreover, it is important to explore specific elements of organizational culture and external factors influencing turnover intention, and use more valid and reliable measurement tools. This will lead to more comprehensive and valid research, providing deeper insights into the factors affecting employee turnover intention.

References

Amin, A., Ahmad, S., & Farhan, M. (2020). The Role of Human Resource Practices in Enhancing Employee Performance: A Study on the Mining Industry. *Journal of Business Research*, 118, 290-299.

Badan Pusat Statistik. (2023). *Statistik Pertambangan Indonesia 2023*. Deloitte. (2019). *Global Millennial Survey 2019*. Deloitte Insights.

Garcia, P., Hernandez, L., & Ramos, C. (2021). Work Culture and Employee Retention in Remote Locations: Insights from the Mining Industry. *International Journal of Human Resource Studies*, 11(2), 50-65.

Kang, J., & Sung, M. (2020). Impact of Organizational Culture on Employee Retention: A Study of the Mining Sector. *Journal of Organizational Behavior*, 41(1), 67-84.

Nguyen, T. T., & Tran, Q. H. (2021). The Influence of Person-Organization Fit on Job Satisfaction and Employee Turnover in the Mining Industry. *Asia-Pacific Journal of Business Administration*, 13(3), 45-60.

Schroth, H. (2019). Are You Ready for Gen Z in the Workplace? *California Management Review*, 61(3), 5-18.

Sugiyono, 2013, Metodelogi Penelitian Kuantitatif, Kualitatif Dan R&D. (Bandung: ALFABETA) Wang, Y., Zhang, X., & Yang, L. (2020). Person-Organization Fit and Employee Outcomes: The Mediating Role of Work Engagement. *Journal of Managerial Psychology*, 35(4), 256-272.

Badan Pusat Statistik. (2023). Statistik Pertambangan Indonesia.

Denison, D. R., & Mishra, A. K. (1995). Toward a theory of organizational culture and effectiveness. Organization Science, 6(2), 204-223.

Ghozali, Imam. 2016. Aplikasi Analisis Multivariete Dengan Program IBM SPSS 23 (Edisi 8).

Cetakan ke VIII. Semarang : Badan Penerbit Universitas Diponegoro.

Kristof-Brown, A. L., Zimmerman, R. D., & Johnson, E. C. (2005). Consequences of individuals' fit at work: A meta-analysis of person–job, person–organization, person–group, and person–supervisor fit. Personnel Psychology, 58(2), 281-342.

O'Reilly, C. A., Chatman, J., & Caldwell, D. F. (1991). People and organizational culture: A profile comparison approach to assessing person-organization fit. Academy of Management Journal, 34(3), 487-516.

Schroth, H. (2019). Are you ready for Gen Z in the workplace? California Management Review, 61(3), 5-18.

Seemiller, C., & Grace, M. (2016). Generation Z goes to college. John Wiley & Sons.

Verquer, M. L., Beehr, T. A., & Wagner, S. H. (2003). A meta-analysis of relations between person–organization fit and work attitudes. Journal of Vocational Behavior, 63(3), 473- 489.

Zhao, Y., & Sturges, J. (2013). The effects of career management on mining engineers' career success. Human Resource Management Journal, 23(1), 53-68.

Liu, C., Zhang, X., & Zhao, X. (2019). "The impact of person-organization fit on job satisfaction: The mediating role of organizational commitment." *Journal of Business Research*, 98, 137-145.

Kim, H. J., & Kuo, C. (2020). "The role of organizational culture in employee engagement and job performance." *Sustainability*, 12(12), 4920.

Seemiller, C., & Grace, M. (2021). "Generation Z: A century in the making." *Journal of Business and Educational Leadership*, 11(1), 25-35.

Zhang, L., Wang, J., & Zhao, L. (2020). "The role of organizational culture in employee turnover: Evidence from the mining industry." *Resources Policy*, 68, 101742.