

**PENGARUH *WORK ENVIRONMENT*, *NON-FINANCIAL COMPENSATION*, DAN *ORGANIZATIONAL SUPPORT* TERHADAP *EMPLOYEE RETENTION* KARYAWAN GENERASI Z DENGAN *JOB EMBEDDEDNESS* SEBAGAI VARIABEL MEDIASI**

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**Abstrak**

Penelitian ini bertujuan untuk menganalisis pengaruh *work environment*, *non-financial compensation*, dan *organizational support* terhadap *employee retention* karyawan Generasi Z dengan *job embeddedness* sebagai variabel mediasi. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei melalui penyebaran kuesioner dengan *google form* kepada 126 responden karyawan Generasi Z yang bekerja secara formal di Indonesia. Teknik pengambilan sampel menggunakan *nonprobability sampling*. Data dianalisis menggunakan metode *Structural Equation Modeling–Partial Least Square* (SEM-PLS) dengan bantuan perangkat lunak SmartPLS versi 4.0. Hasil penelitian menunjukkan bahwa *work environment*, *non-financial compensation*, dan *organizational support* berpengaruh positif dan signifikan terhadap *employee retention*. Selain itu, ketiga variabel tersebut juga berpengaruh positif dan signifikan terhadap *job embeddedness*. Selanjutnya, *job embeddedness* terbukti berpengaruh positif dan signifikan terhadap *employee retention* serta mampu memediasi pengaruh *work environment*, *non-financial compensation*, dan *organizational support* terhadap *employee retention*.

**Kata Kunci:** *Work Environment*, *Non-Financial Compensation*, *Organizational Support*, *Job Embeddedness*, *Employee Retention*, *Generasi Z*.



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**THE EFFECT OF WORK ENVIRONMENT, NON-FINANCIAL  
COMPENSATION AND ORGANIZATIONAL SUPPORT ON EMPLOYEE  
RETENTION OF GENERATION Z EMPLOYEES WITH JOB  
EMBEDDEDNESS AS A MEDIATION VARIABLE**

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***Abstract***

*This study aims to analyze the influence of the work environment, non-financial compensation, and organizational support on the retention of Generation Z employees, with job embeddedness as a mediating variable. This study used a quantitative approach, employing a survey method and distributing questionnaires via Google Forms to 126 Generation Z employees working formally in Indonesia. The sampling technique used was non-probability sampling. Data were analyzed using the Structural Equation Modelling–Partial Least Squares (SEM-PLS) method with SmartPLS 4.0. The results indicated that work environment, non-financial compensation, and organizational support have a positive and significant effect on employee retention. In addition, these three variables also have a positive and significant effect on job embeddedness. Furthermore, job embeddedness has been shown to have a positive, significant effect on employee retention and to mediate the influence of the work environment, non-financial compensation, and organizational support on employee retention.*

**Keywords:** *Work Environment, Non-Financial Compensation, Organizational Support, Job Embeddedness, Employee Retention, Generation Z.*