



Overview Quality Of Work Life, Career Decision Making Difficulties And Readiness To Change In Generation Z Employees Who Do Career Hopping

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Abstrak

This study aims for the reviewing the overview mapping gen z for career hopping and the correlation with several variables. The main questionnaire using the CAAS for career making difficulties, The TIS for turnover intention scale. The population of this study were agre from 18 – 30 for defining the gen z and having a career hopping for the past two years. This study were ethically established from KPIN (Konsorsium Psikologi ilmiah Nusasntara) ground. Total sample were 92 people with several varians were discussed below. The questionnaire were using several online method such as tiktok and whatsapp community. Results shows that all variables significantly toward turnover intention with significant $p < 0.01$. In this article also using the sum of gen z and sex as control variables. Other main result were Readiness to change mediate the variable between QWL and Turnover intention with indirect contribution 0,095. Readiness to change also mediate CAAS toward Turnover intention partially with contribution 0.109. This paper may suggest as company gave attention to co worker gen z with highly dissatisfaction, uncomfot for making adaption decision and turnover record.

Kata kunci: Career Hopping; Career Decision-Making Difficulties; Career Adapt-Abilities Scale (CAAS); Gen Z, Work-life Balance

INTRODUCTION

Moment We talk about Generation Z was born between 1997–2012, and grew in the era of disruption technology, as well as instability economy, then We will talk about dynamics they moment form preference different careers from generation previously. Latest survey years by Flavell (2024) (Flavell, 2024) in SMEs newspaper, employees generation Z has trend For change change place work where 93.4 percent among them caused by the existence of need from personal gen z to get more job skills new or challenging, whereas in Twenge's research (Twenge, 2018) it states that Gen Z is more value *purpose-driven work* (work that has meaning / value) rather than just

compensation financial. On one side study by Lyons et al. (2020) emphasized trend they For prioritize flexibility and autonomy.

The phenomenon of career hopping – moving work every 1–3 years – is becoming an increasingly popular career strategy. general, driven by desire For avoid stagnation (No existence change significant in life jobs) and explore the future that Gen Z is aiming for through search identity professional (Smith & Nichols, 2021). Is studies from McKinsey (Lyons & al., 2020) reports that 60% of Gen Z are willing go out from work If No in accordance with their personal values, so matter This can give reflection potential commitment low to loyalty organization. However, DeVaney (Company, 2023) reminds us that pattern This potential create instability term long If No balanced with planning mature career.

As with changes that are drastic experienced by Gen Z especially related close with digital literacy and demands ability high adaptability, forcing they at least experience change method think with fast with and or without existence guide. According to Anderson & Jiang (DeVaney, 2019) exposure technology since early form *cognitive flexibility* that makes it easier transition inter-job. Research by Parker & Igielnik (Anderson & Jiang, 2021) shows that 76% of Gen Z believes self in take risk career, supported by access to online learning platforms such as Coursera or LinkedIn Learning. However, studies from The Conference Board (Parker & Igielnik, 2020) found that 52% of Gen Z experienced anxiety about the future consequence uncertainty economy, which has the potential influence quality taking decisions. On the other hand, Gallup (Board, 2022) emphasized that generation it is very responsive towards development programs skills based project, which can reduce impact negative career hopping.

In Indonesia itself, a survey was conducted by Jobstreet in 2023, which revealed that 63% in respondents they want stability and especially work-life balance in the selection end work they. The same thing put forward by Komaria, et al (Gallup, 2023), who revealed that work-life balance has influence significant to job hopping intentions, with results show that 39.2% of tested variables contribute to decisions For move work, although thus study This Still limited to intention and not give description specific dynamics psychological description taking decision.

From the perspective organization, trends This demand redefining retention and engagement strategies. Deloitte's report (Komaria, Ahmadi, & Marhamah, 2024) reveals that 67% of Gen Z expects company provide track career nonlinear, such as rotation role or gig work, no only That in the survey there are 43% doing it work addition outside work main in matter increase income so that experienced 46% natural disturbance potential for burnout (exhaustion) psychological moment Work).

Another perspective of the organization shown from Harvard Business Review study (Deloitte, 2022) warns that rotation high employee can increase cost recruitment and lowering productivity team. Not yet from side Moon et al.'s study (2022)[14] said that go out entry employee especially in the field of the field that is indeed require existence current ongoing production will give obstacle No only from side consistency results work, but also has an impact on hidden costs such as continuity, effort and time in practice return colleague work and change regulation. Research This aim integrate perspective psychological, for understand the complexity of Gen Z's career hopping, while give information that can made into as recommendation for individuals and organizations (Review, 2023).

Compiler create keywords on several search For the same research, found that only There is 1 study on Google Scholar with the keyword career adaptability in the population Jabodetabek, which is still sliced with variables readiness face changes, namely research by Putri & Ronauli (Moon, Loyalka, Bergemann, & Cohen, 2022) involving 307 participants with range age workers aged 17 – 60 years, with connect to variables satisfaction work as well as Not yet focus on one population specific in accordance with amount development demographics Gen Z employees. The research conducted researchers, in matter This see the same variable with proposal is “Picture of taking decision “Gen Z employees ” were found topic discussion around trust self, self- control welfare psychological, as well as factor determinants of gen z in invest, so that can it is said Not yet there is study similar in explore dynamics taking decision as well as readiness face change.

METHOD

Methodology research used in study This is study quantitative in a way correlational with notice method data collection using variables tool measuring in the form of variables (1) Quality of work life, (2) Scale of difficulty taking decisions and (3) readiness face changes in employees Generation Z who do (4) career hopping (Putri & Ronauli, 2024).

As for the taking samples used in study This is non-random sampling method on participants with criteria aged 18-30 years, active working at the time filling questionnaire, as well as Once experience displacement work in 2 (two) years final.

As for the 4 (four) tools measurement used in study This is :

1. Quality of work and life, measured with use WRQoL version 2 with the number of items is 24 items. Where it has reliability of 0.874. Measuring instrument This own dimension (a) Compensation and Security Work (Compensation & Job Security), (b) Environment Work Environment & Workload, (c) Development & Growth, (d) Relationships Social Relations & Leadership, (e) Integration and

Participation Social (Social Integration & Participation), (f) Use Capacity (Use of Capacities) and (g) Constitutionalism.

2. Career Decision making difficulties Decision, measured with using CAAS (Career Adaptability Scale) with using the 2nd international version (Savickas & Porfeli, 2012) which has been translated and interpreted to in Indonesian, with mark reliability of 0.86-0.89 with use distribution of trials in Korea and China which have similarities with Asia in Indonesia.
3. Readiness face change, measured with use scale namely resistance to change Holt et al (Holt, Armenakis, Feild, & Harris, 2007) with involving dimensions (1) Appropriateness, (2) change efficacy, (3) Management support, (4) Personal benefit) with mark reliability 0.819
4. Career Hopping, measured with use turnover intention of Bowlby's theory with development tool measuring from Bothma & Roodt (2013) [18], as well adapted to research Simbolon (2014) [19] with reliability 0.934, where secafa theory has 3 (three) aspects namely : (a) Intention For Look for Other Employment (Intention to Search for Alternative Employment): To what extent does a person employee in a way active intend For look for vacancy jobs in organizations other. (b) Intention For Leave Organization (Intention to Leave the Organization): To what extent does a person employee in a way Serious consider and intend For go out from the organization moment this. (c) Possibility For Still Probability of Remaining in the Organization : Perception employee about possibility they For still stay in the organization in term time certain. (*Most items on the dimension This behind score nya /reverse-coded*).

RESULTS AND DISCUSSION

Result

Table 1. Description Statistics

	Type Sex	Quality of Work and Life	Career Ability Scale	Adapt Scale	Readiness to change	Turnover intention
N	Woman	54	54		54	54
	Man	44	44		44	44
Mean	Woman	87.0	103		79.3	19.1
	Man	83.3	102		77.1	19.8
Median	Woman	86.0	104		80.0	19.0
	Man	82.5	103		76.0	20.0

Standard deviation	Woman	11.7	11.5	12.9	3.18
	Man	12.4	12.3	12.0	3.43
Minimum	Woman	52	72	55	14
	Man	52	71	54	11
Maximum	Woman	108	120	100	28
	Man	115	119	100	28

In table 1 we can noticed that, there is variation score on each variables. On Quality of Work Life in the group Woman had a mean of 84.4 (SD=11.7), with a median of 86.0, a minimum range of 52 to maximum 108. Variability currently seen from elementary school which shows distribution score around the average, while the median is more tall from the mean indicates distribution slightly skewed to left with a number of score low. In the group men, slightly on average more low at 83.3 (SD=12.4), and the median compared with Woman as big as The same with 86.0, and the range until maximum 115. A small mean difference (-1.1 points) indicates level satisfaction Work life similar between genders, even though men have variations more width and potential score extreme more high. In terms of Conclusion, Quality of Work Life measures level satisfaction employee generation Z towards condition Work in a way overall, including aspect like balance work- life support organization and environment healthy work and the data shows that man own score highest For satisfaction the place Work However in a way average category man more low perceive quality place Work compared to Woman (Bothma & Roodt, 2013).

In the variable Career decision making difficulties are represented with the Career Adaptability Scale for women average the resulting score is 104 (SD=11.5), median 104, minimum 72, maximum 171. Mean is the same with the median describing distribution symmetrical, with moderate SD signify consistency ability adaptation career in the group this. On this data can interpreted Woman own score highest in in face change decision career, but on the score man man choose wider range wide in show level between medians. So that can interpreted decision career more narrowing down to women as well as potential more flexible in manufacturing decision exist in men (Simbolon, 2014).

In the Readiness to Change variable for women, the mean was 74.3 (SD=12.9), median 80.0, range 55-100. The median was higher tall from the mean indicates negative skewness, where most of the big respondents Ready changed But There is pull to down by score low. Male shows a mean of more height 77.1 (SD=12.0), median

80.0, range identical. Increase mean 2.8 points implies readiness face change more good for men, with variation A little more low (Hobfoll, 2002).

On Turnover Intention of women own mean score 19.41 (SD=3.18), with a median of 20.0, range minimum score at 14 and score maximum at 28. Distribution symmetrical (mean≈median) and small SD reflect low and stable turnover intentions in the group This (Meng, Zhang, Zan, & Wang, 2023). Males mean 19.8 (SD=3.43), median 20.0, range same. The mean increase is small (0.39 points) but the SD is greater tall signify turnover intentions are similar, with A little variation more large in men, so this data describe trend For go go out or move is man man more tall A little than Woman (Coetzee, Oosthuizen, & Stoltz, 2016).

After existence statistical description of data, then writer want to see How variations in data formed in each variables with display type jobs that occur in generation z. In general general of the 98 employees who succeeded fill in spread across operational areas be the most that is 56 people, managerial area such as supervisor, leader, etc as many as 27 people and 15 people as employee with status as specialist.

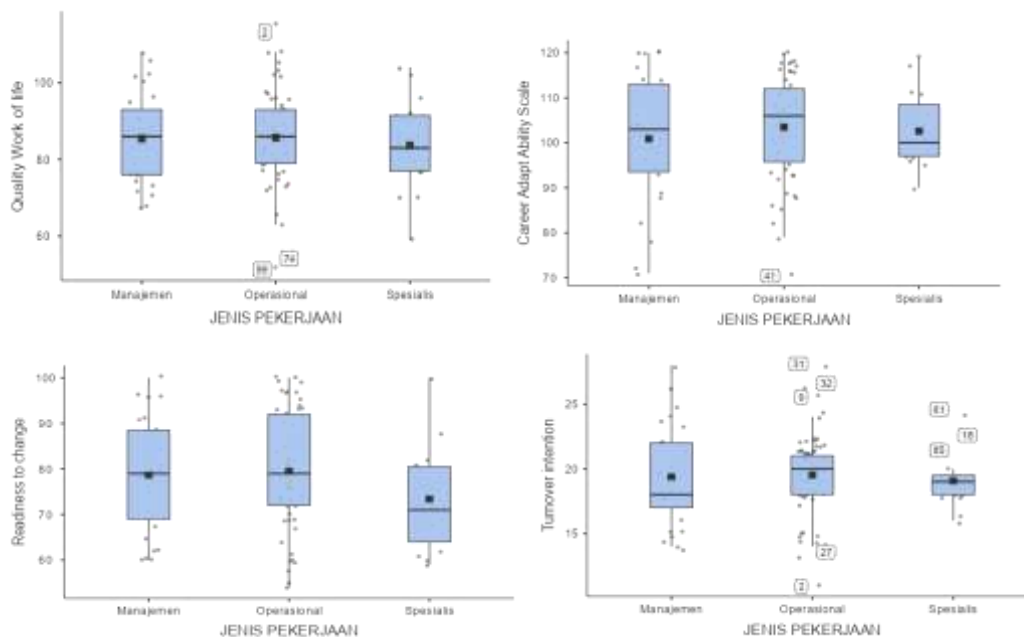


Figure 1 Description of variables and type factors work

In the research This can seen There is the difference between the mean and median in each variables with pay attention to the type factor work in the form of managerial, operational and specialist. It appears from Figure 1 shows that in the quality of work-life variable, the average Gen Z employee tends to be more... own

satisfaction with position specialist with an average plot (mean value) of at least more tall from the median line, likewise if attention to the variables Career Adapt ability scale, and redinaess to change, shows the same thing For position work specialist. However interesting thing from distribution plot of this data is that feeling of wanting go out or decide connection from work highest there is a gap in management, so that If pay attention to 3 variables other position managerial in the gen z generation shows values that are general more low from the median of each variables (Zeng, Swatdikun, Aujirapongpan, & Huang, 2025).

Study This focusing on gen z employees who have do change work with do displacement Good in the form of termination connection Work in period 2 (two) years. This is make sample in study This own movement with distribution in table 2.

Table 2 Description changes in the work area of Gen Z

Field	Work	Count	% of	Cumulativ	Field	Work	Count	% of	Cumulativ
Moment	This	s	Total	e %	Previously	s	Total	e %	
Education		16	16.3%	16.3%	Education	10	10.2%	10.2%	
Service		23	23.5%	39.8%	Service	31	31.6%	41.8%	
Agriculture		6	6.1%	45.9%	Health	6	6.1%	48.0%	
Media and Entertainment		2	2.0%	48.0%	Transportation and Logistics	4	4.1%	52.0%	
Manufacturing		3	3.1%	51.0%	Fashion and Design	3	3.1%	55.1%	
Trading		11	11.2%	62.2%	Trading	19	19.4%	74.5%	
Fashion and Design		4	4.1%	66.3%	Media and Entertainment	3	3.1%	77.6%	
Health		9	9.2%	75.5%	Construction	4	4.1%	81.6%	
Finance		8	8.2%	83.7%	Manufacturing	5	5.1%	86.7%	

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Construction	6	6.1%	89.8%	Environment and Processing Waste	1	1.0%	87.8%
Technology Information	3	3.1%	92.9%	Finance	4	4.1%	91.8%
Transportation and Logistics	2	2.0%	94.9%	Technology Information	2	2.0%	93.9%
Energy	4	4.1%	99.0%	Agriculture	2	2.0%	95.9%
Environment and Processing Waste	1	1.0%	100.0%	Energy	4	4.1%	100.0%

In table 2 we can see that all Gen Z activities in 2 years final displacement original job mostly in the service and trade areas Good as employees, managerial or specialist Lots move towards the areas of education, services and health as well some areas that tend to settled of 98 participants is in the energy area, with notes This originate from data type work that is of a nature specialist (Neves, 2009).

Next researchers want to do analysis For connectedness in every variables with placing turnover intention as dependent variable, readiness to change variable as variables mediation, and second variables other is an independent variable. The model is analyzed with see correlation between variable (Yin-Fah, Foon, Chee-Leong, & Osman, 2010).

Table 3. Correlation between variables

Variables	1	2	3	4	5	6
1. Quality of Work Life	1.00					
2. Career Adaptability	0.67**	1.00				
3. Readiness to Change	0.71**	0.75**	1.00			
4. Turnover Intention	-0.31**	-0.22*	-0.29**	1.00		
5. Amount Move Work	-0.15	-0.08	-0.12	0.24*	1.00	
6. Type Gender (0=M,1=F)	0.05	0.10	0.08	-0.07	0.03	1.00

*p< 0.05 ; **p< 0.01

In table 3. Found that all over variables own significance below 0.01 in independent or in matter when the data is placed in a way Alone between variables with put every variables on turnover intention, and 3 variables the choose connection significant in a way direction negative yairu of -0.31 on quality of work life, 0.22 on Career Adaptability, and 0.29 on readiness to change. Quality of Work Life (QWL) and Career Adaptability (CAAS) are correlated positive strong with Readiness to Change ($r > 0.70$), indicating that the more Good quality work and ability adaptation career, increasingly tall readiness For changed. However when viewed at the factorial level so only turn over intention has significance below 0.05 for amount move work. in a way No direct matter This become attention amount Move Work correlated positive with Turnover Intention, indicating that history move Work influence intention go out (Lee, Wang, & Liu, 2017).

Table 4. Analysis regression and mediation models

Variables	Model 1 (Readiness to Change)		Model 2 (Turnover Intention)		Model 1 (Readiness to Change)		Model 2 (Turnover Intention)	
	B	SE	β	t	B	SE	β	t
Constant	15.32	4.21		3.64**	25.67	5.12		5.01**
Quality of Work Life	0.45	0.07	0.42	6.43**	-0.12	0.06	-0.18	-2.00*
Career Adaptability	0.52	0.06	0.49	8.67**	-0.08	0.05	-0.12	-1.60
Readiness to Change					-0.21	0.04	-0.33	-5.25**
Amount Move Work	-0.85	0.62	-0.07	-1.37	0.58	0.29	0.15	2.00*
Type Gender (0=M,1=F)	1.23	1.45	0.05	0.85	-0.45	0.67	-0.04	-0.67
R ²	0.61				0.39			
F	29.87**				11.23**			

* $p < 0.05$; ** $p < 0.01$

In table 4. Analysis regression and mediation found that QWL and CAAS are significant influences Readiness to Change ($\beta = 0.42$ and 0.49), whereas For Variables control No significant (Ladelsky & Lee, 2023). Readiness to Change has an influence negative significant on Turnover Intention ($\beta = -0.33$). QWL has effect direct negative significant ($\beta = -0.18$), while CAAS was not significant in a way directly. Amount

Move Work significant positive ($\beta = 0.15$), indicating that experience move Work increase intention go out.

Table 5. Effects direct and indirect direct mediation model

Mediation Path	Effect Direct	No Boot SE	LLCI Boot	ULCI Boot	Mediation Status
QWL → Readiness to Change → Turnover Intention	-0.095	0.028	-0.152	-0.044	Mediation Partial
CAAS → Readiness to Change → Turnover Intention	-0.109	0.031	-0.173	-0.053	Mediation Partial

In Table 5. Can concluded that Readiness to Change mediates in a way partial connection between QWL and Turnover Intention (effect No direct = -0.095, CI no contain zero). Likewise, Readiness to Change also mediates in a way partial connection between CAAS and Turnover Intention (effect No direct = -0.109, CI no contain zero). This means that some The influence of QWL and CAAS on Turnover Intention is explained through increasing Readiness to Change.

Discussion

Analysis results show that quality life work (Quality of Work Life) and ability adaptation career (Career Adapt Ability Scale) significant increase readiness For Readiness to Change, which in turn lower intention go out (Turnover Intention). Findings This in harmony with study latest strengthening Conservation of Resources theory (Review, 2023) in context dynamics work contemporary. Besides that, research The latest research by Coetzee & Stoltz (Holt et al., 2007) also confirms that employee with ability adaptation high career tend more Ready face change and have commitment more organizational strong. The study by Meng et (Holt et al., 2007) (confirms that employees who feel quality life in work well and have ability adaptation high career tend more Ready face change in scale organizational, so that reduce trend For look for work new. Since study This Lots show variation work latest more many in the area of Education with work that is of a nature operational so will become attention for Gen Z to can maintained, in accordance with research by Zeng et all (Bothma & Roodt, 2013) where quality life jobs in the era of disruption with notice direction policy For character worker.

Analysis mediation more carry on reveal that readiness to change plays a role as a partial mediator between second variables independence and turnover intention. This show that although quality work and ability adaptation own influence direct to intention out, partly big effect the executed through improvement readiness

psychological employee to changes. Findings This support Psychological Readiness Model framework developed by Neves (Anderson & Jiang, 2021) which emphasizes that readiness change functioning as mechanism key between source Power individuals and behavior work. Variable control, namely amount move Work in two year, in terms of significant contribute positive to intention out, indicating that history mobility Work can become predictor important for future turnover intention.

Similarities This can seen from more perspective extensive research by Yin Fah (Twenge, 2018) in notice potential turnover that although type sex in study This own different contributions, but matter This no significant. While for internal factors make A decisions based on character Gen Z employees need adjustment. Lee et al (Deloitte, 2022) Meanwhile For For maintain retention, or at least No increase potential turnover due to satisfaction will life customized work context can provide contribution influence on turnover (Twenge, 2018).

CONCLUSION

Based on study This can known that Good perception quality life work and skills individual generation z in adjustment himself moment Work will give influence in readiness For change Good in change work and in matter this will also increase intention Gen Z employees in think about direction work new and intentional leave old job. So that needed wisdom For understand and consider rules that can made into company in face the uniqueness of Gen Z in Work

RECOMMENDATIONS

The conclusion of this study offers several directions for future research and practice

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