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Article

# The Influence of Perceived Organizational Support, Employee Well-Being, and Career Development on Turnover Intention Among Zillennial Employees: The Mediating Role of Employee Engagement

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## Abstract

The retention of Zillennial employees (born 1990–2005) presents significant challenges for contemporary organizations navigating competitive labor markets. This study investigates the relationships among perceived organizational support (POS), employee well-being (EWB), career development (CD), employee engagement (EE), and turnover intention (TI) within this workforce segment in Indonesia. Grounded in social exchange theory and complemented by conservation of resources theory, this research employed a quantitative cross-sectional survey design, collecting data from 360 Zillennial employees across multiple industries. Partial least squares structural equation modeling (PLS-SEM) tested the hypothesized relationships. Results indicate that POS ( $\beta = -0.285$ ,  $p < 0.001$ ) and CD ( $\beta = -0.198$ ,  $p < 0.01$ ) demonstrate significant negative direct effects on turnover intention, while EWB shows no significant direct relationship ( $\beta = -0.082$ ,  $p > 0.05$ ). All three antecedent variables significantly predicted employee engagement, which exhibited a strong negative relationship with turnover intention ( $\beta = -0.387$ ,  $p < 0.001$ ). Mediation analyses confirmed that employee engagement fully mediates the well-being–turnover relationship and partially mediates the effects of POS and CD. The model explained 64.8% of variance in turnover intention. These findings suggest that organizations seeking to retain Zillennial talent in Indonesia should prioritize organizational support systems, career development opportunities, and engagement-fostering initiatives. This study contributes to the literature by empirically examining these integrated relationships within an understudied demographic and cultural context, while acknowledging limitations inherent in cross-sectional, self-report designs.

**Keywords:** perceived organizational support; employee well-being; career development; employee engagement; turnover intention; Zillennial employees; social exchange theory; Indonesia

## 1. Introduction

### 1.1. Background and Research Problem

Employee retention constitutes one of the most persistent challenges confronting contemporary organizations (Griffeth et al., 2000; Hom et al., 2017). As global labor markets become increasingly competitive and knowledge-intensive work expands, voluntary employee departures generate substantial costs—both direct expenditures related to recruitment and training, and indirect costs stemming from lost productivity, diminished institutional knowledge, and disrupted team dynamics (Hancock et al., 2013). Estimates suggest that replacing a professional employee can cost organizations between 50% and 200% of annual salary, depending on role complexity and market conditions (Society for Human Resource Management, 2022).

These retention challenges are amplified by the demographic transformation reshaping workforces worldwide. Individuals born between approximately 1990 and 2005—termed “Zillennials” to capture those straddling the Millennial and Generation Z boundary—now constitute

a substantial proportion of the global labor force (Dimock, 2019). By 2030, this cohort will represent the majority of workers in many economies, making their retention a strategic imperative (Deloitte, 2022). Within Indonesia specifically, this demographic shift carries particular significance given Indonesia's position as Southeast Asia's largest economy, with a population exceeding 270 million and a median age of approximately 30 years (World Bank, 2023).

Understanding turnover intention—the cognitive precursor to voluntary departure—among this workforce segment is therefore both theoretically important and practically urgent. Turnover intention represents an individual's conscious willfulness to leave an organization (Tett & Meyer, 1993) and serves as the strongest proximal predictor of actual turnover behavior (Griffeth et al., 2000; Steel & Ovalle, 1984).

### 1.2. Research Gaps and Justification

Despite extensive research on employee turnover, important gaps remain. *First*, relatively few studies examine how turnover antecedents operate specifically among younger workers in emerging economy contexts. A review of turnover research reveals that fewer than 15% of empirical studies focus on workers under age 35, and fewer than 10% examine non-Western contexts (cf. Rubenstein et al., 2018). *Second*, research examining multiple antecedents simultaneously—particularly integrating organizational-level factors (perceived organizational support, career development) with individual-level factors (well-being)—remains limited. *Third*, employee engagement's role as a mediating mechanism linking organizational practices to retention outcomes requires further empirical examination in non-Western contexts (Kwon & Kim, 2020).

### 1.3. Research Objectives and Questions

This study addresses these gaps by investigating relationships among perceived organizational support (POS), employee well-being (EWB), career development (CD), employee engagement (EE), and turnover intention (TI) among Zillennial employees in Indonesia. Four primary objectives guide this research:

1. To examine the direct effects of POS, EWB, and CD on turnover intention
2. To investigate relationships between these antecedent variables and employee engagement
3. To assess employee engagement's mediating role
4. To contextualize these relationships within Indonesian cultural and economic conditions

### 1.4. Research Contributions and Scope

This study offers contributions to scholarly literature and management practice while maintaining appropriate scope regarding its claims. It is important to acknowledge at the outset that this study applies established theoretical frameworks—primarily social exchange theory—to a new context rather than fundamentally extending theory. The contribution lies in contextual application, empirical integration, and practical insight.

Specifically, this research: (a) provides empirical evidence regarding turnover antecedents within an understudied demographic and cultural context, responding to calls for greater diversity in organizational research samples (Henrich et al., 2010); (b) enables assessment of relative importance among multiple antecedents; (c) illuminates the psychological processes through which organizational practices translate into retention outcomes; and (d) generates practical recommendations for organizations. The cross-sectional, self-report design imposes limitations on causal inference that are addressed throughout.

### 1.5. Article Structure

The remainder of this article proceeds as follows. Section 2 provides the theoretical foundation and reviews relevant literature, culminating in hypothesis development. Section 3 describes research

methodology. Section 4 presents PLS-SEM results. Section 5 discusses findings, addresses implications and limitations. Section 6 concludes with a summary and future research directions.

## 2. Theoretical Foundation and Literature Review

### 2.1. Theoretical Framework

#### 2.1.1. Social Exchange Theory as Primary Lens

Social exchange theory (SET) provides the primary theoretical lens for this investigation. SET posits that social relationships function through exchange processes governed by norms of reciprocity (Blau, 1964; Gouldner, 1960). When one party provides benefits to another, the recipient develops obligation to reciprocate, creating cycles of mutual exchange (Cropanzano & Mitchell, 2005).

Three specific SET mechanisms are relevant to the hypothesized relationships:

*Generalized reciprocity* suggests that benefits received need not be repaid in identical form. When organizations provide support and development opportunities, employees may reciprocate not through direct support of the organization but through psychological investment (engagement) and continued membership (reduced turnover intention). This mechanism underlies the hypothesized indirect effects through engagement.

*Trust development* occurs through repeated positive exchanges and enables longer-term exchange relationships. Organizational investments in employees signal trustworthiness, encouraging employees to maintain rather than exit the relationship. This mechanism supports the hypothesized direct effects of POS and CD on turnover intention.

*Exchange ideology*—individual differences in beliefs about reciprocity appropriateness—may moderate exchange dynamics (Eisenberger et al., 1986). While not directly tested in this study, this mechanism suggests potential boundary conditions for the hypothesized relationships.

In employment relationships, SET suggests that when organizations invest in employees through supportive practices, developmental opportunities, and concern for well-being, employees reciprocate through increased commitment, engagement, and retention (Eisenberger et al., 1986). Conversely, when employees perceive organizational investments as lacking, they may reduce contributions—including by withdrawing entirely through turnover (Rhoades & Eisenberger, 2002).

#### 2.1.2. Complementary Theoretical Perspectives

While SET serves as the primary framework, complementary perspectives enrich interpretation and address phenomena that SET alone may not fully explain.

*Conservation of Resources Theory* (COR; Hobfoll, 1989, 2001) posits that individuals strive to acquire, maintain, and protect valued resources, and that resource loss is disproportionately impactful compared to resource gain. COR is particularly useful for understanding well-being's role in the model. From this perspective, organizational support, career development, and well-being represent resources that, when present, enable employees to invest in work (manifesting as engagement). COR's resource investment principle—wherein individuals must invest resources to gain resources—suggests that well-being functions as an enabling resource for engagement rather than directly affecting turnover decisions. This theoretical mechanism helps explain why well-being might operate entirely through engagement (as found in this study) rather than having direct effects on turnover intention.

*Job Demands-Resources Theory* (JD-R; Bakker & Demerouti, 2017) extends COR to distinguish between job demands and job resources. The JD-R motivational pathway—wherein resources foster engagement, which predicts positive outcomes—directly parallels the mediation model tested here. JD-R provides theoretical grounding for employee engagement's position as the mechanism through which antecedent resources translate into retention.

*Psychological Contract Theory* (Rousseau, 1989, 1995) emphasizes implicit expectations employees hold regarding employment relationships. Workers in early career stages may hold psychological

contracts particularly emphasizing development and support, making these factors especially salient for retention. When perceived organizational investments align with psychological contract expectations, employees are more likely to maintain the relationship.

These perspectives converge on the expectation that organizational investments and personal resources should foster engagement and reduce turnover intention, with engagement serving as a proximal mediating mechanism.

## 2.2. *Perceived Organizational Support*

Perceived organizational support refers to employees' global beliefs concerning the extent to which the organization values their contributions and cares about their well-being (Eisenberger et al., 1986). This construct captures subjective perceptions rather than objective organizational practices.

Meta-analytic evidence indicates that POS is positively associated with job satisfaction, organizational commitment, and performance, while negatively associated with turnover intention and actual turnover (Kurtessis et al., 2017; Rhoades & Eisenberger, 2002). Eisenberger et al. (2020) provide a comprehensive recent review documenting these relationships.

From a SET perspective, POS creates felt obligation to reciprocate organizational investment through continued membership and enhanced engagement. The reciprocity mechanism operates because departure would violate reciprocity norms and forfeit future exchange benefits.

## 2.3. *Employee Well-Being*

Employee well-being encompasses individuals' overall quality of experience at work, reflecting physical, psychological, and social dimensions (Zheng et al., 2015). Contemporary perspectives recognize well-being as extending beyond absence of negative states to encompass positive functioning (Seligman, 2011; Guest, 2017).

The theoretical relationship between well-being and turnover intention is complex. Direct effects might operate through several mechanisms: employees experiencing low well-being may seek alternative employment; well-being may shape evaluation of current versus alternative employment; and health issues may necessitate departure (Wright & Bonett, 2007). However, empirical evidence for direct effects is mixed, with some studies finding significant relationships and others finding weak or non-significant effects (Wright & Bonett, 2007; Erdogan et al., 2012).

From a COR perspective, well-being represents a personal resource that enables other investments rather than directly driving decisions. This theoretical framing suggests well-being may operate primarily through its enablement of engagement—a possibility this study tests through mediation analysis.

## 2.4. *Career Development*

Career development encompasses opportunities, resources, and support organizations provide to facilitate employee professional growth and advancement (Weng et al., 2010). Organizations providing robust internal development may reduce the appeal of external moves.

From a SET perspective, career development investments signal organizational commitment to employees, generating reciprocal commitment through the trust and generalized reciprocity mechanisms. From a JD-R perspective, development opportunities represent job resources that foster engagement through motivational processes. Employees perceiving growth opportunities find work more meaningful and invest more fully.

## 2.5. *Employee Engagement*

Employee engagement refers to a positive, fulfilling, work-related psychological state characterized by vigor, dedication, and absorption (Schaufeli et al., 2002). Kahn's (1990) seminal work conceptualized engagement as employees' simultaneous investment of physical, cognitive, and emotional energy in their work role.

Employee engagement occupies a theoretically meaningful position as a proximal outcome of organizational investments and a proximal antecedent of behavioral outcomes. Saks (2006) positioned engagement as a mechanism through which antecedents influence outcomes. Meta-analytic evidence confirms engagement's negative relationship with turnover intention (Harter et al., 2002; Christian et al., 2011).

Importantly, while POS and engagement are related constructs that correlate substantially in empirical research, they are theoretically distinct. POS represents an *attribution about organizational behavior*—a perception that the organization, as an entity, demonstrates care and valuation. Engagement represents an *individual psychological state*—the employee's own experience of vigor, dedication, and absorption. The distinction is between external attribution (what the organization does) and internal experience (how the employee feels and behaves). One is a belief about the environment; the other is a motivational-affective state within the person. This theoretical distinction justifies their treatment as separate constructs despite expected empirical correlation.

## 2.6. Turnover Intention

Turnover intention represents employees' conscious willfulness to leave their organization (Tett & Meyer, 1993). Research consistently identifies turnover intention as the strongest predictor of actual voluntary turnover (Griffeth et al., 2000; Steel & Ovalle, 1984). While not all intentions translate to behavior, intention captures the motivational state driving departure decisions.

## 2.7. Generational Cohorts: Conceptual Considerations

### 2.7.1. Defining the Zillennial Cohort

The term "Zillennial" describes individuals born in the transitional period between Millennials (typically 1981–1996) and Generation Z (typically 1997–2012). This study operationalizes Zillennials as those born between 1990 and 2005, capturing late Millennials and early Generation Z members who share formative experiences including digital technology integration from adolescence and coming of age during economic uncertainty.

### 2.7.2. Critiques of Generational Research

It is essential to acknowledge that generational categories are socially constructed rather than naturally occurring phenomena. Costanza and Finkelstein (2015) argue that many claimed generational differences lack rigorous empirical support and that within-generation variability often exceeds between-generation differences. Rudolph et al. (2018) found minimal evidence for generational differences in work attitudes when controlling for age and period effects.

A fundamental methodological challenge involves disentangling *generational (cohort) effects*, *life-stage (developmental) effects*, and *period effects*. Cross-sectional research cannot distinguish these sources of variation. Patterns observed among workers aged 19–34 may reflect generational characteristics, early-career dynamics, contemporary labor market conditions, or some combination.

### 2.7.3. Implications for This Study

Given these considerations, this study adopts a cautious approach. We focus on workers within a specific age range and acknowledge that: findings describe this demographic segment within the Indonesian context at a particular time point; attribution to "generational" characteristics should be tentative; and practical recommendations apply to this age group regardless of whether patterns reflect cohort, life-stage, or period effects.

## 2.8. The Indonesian Context

Indonesia presents several relevant contextual features. *Culturally*, Indonesia scores high on collectivism and power distance in cross-cultural frameworks (Hofstede, 2001). Collectivism

emphasizes group harmony and relationships, potentially strengthening the importance of organizational support and belonging. However, Indonesia is culturally diverse, and national-level characterizations may not capture regional variation.

*Economically*, Indonesia represents Southeast Asia's largest economy with a rapidly growing middle class. For young urban professionals—the likely composition of this study's sample—labor market conditions offer moderate opportunities, though competition for desirable positions is substantial.

*Employment context* differences from Western settings include: stronger family obligations that may affect turnover decisions; different expectations regarding organizational paternalism; and varying norms around job mobility and loyalty. These factors inform interpretation while acknowledging that cultural effects cannot be directly tested in this study.

## 2.9. Hypothesis Development

Based on the theoretical framework and literature review, this section develops ten hypotheses. Each hypothesis explicitly connects to the theoretical mechanisms outlined above.

### 2.9.1. Direct Effects on Turnover Intention

#### *Perceived Organizational Support and Turnover Intention*

SET's trust mechanism suggests that organizational support signals trustworthiness, encouraging employees to maintain the exchange relationship. The generalized reciprocity mechanism suggests that employees receiving support feel obligated to reciprocate through continued membership. Meta-analytic evidence consistently shows negative POS-turnover intention relationships (Kurtessis et al., 2017). Therefore:

**Hypothesis 1 (H1):** Perceived organizational support is negatively associated with turnover intention.

#### *Employee Well-Being and Turnover Intention*

Theoretical logic suggests that employees experiencing low well-being may seek alternative employment to improve circumstances. However, COR theory's resource investment principle suggests that well-being functions primarily as an enabling resource—necessary for investing in work but not directly determining departure decisions. Empirical evidence for direct well-being effects on turnover is mixed (Wright & Bonett, 2007; Erdogan et al., 2012). Despite this inconsistency, we hypothesize:

**Hypothesis 2 (H2):** Employee well-being is negatively associated with turnover intention.

#### *Career Development and Turnover Intention*

SET's reciprocity mechanisms suggest that career development investments create felt obligation to reciprocate through continued membership. Development also creates organization-specific investments forfeited upon departure. Research supports negative career development-turnover intention relationships (Weng et al., 2010; Kraimer et al., 2011):

**Hypothesis 3 (H3):** Career development is negatively associated with turnover intention.

### 2.9.2. Relationships with Employee Engagement

#### *Perceived Organizational Support and Employee Engagement*

SET's generalized reciprocity mechanism suggests that employees reciprocate organizational support through increased engagement—investing cognitive, emotional, and physical resources in their work roles. This represents reciprocation in a different form than support but maintains the

exchange relationship. Empirical research strongly supports this relationship (Saks, 2006; Rich et al., 2010):

**Hypothesis 4 (H4):** Perceived organizational support is positively associated with employee engagement.

*Employee Well-Being and Employee Engagement*

COR theory's resource investment principle suggests that well-being represents a resource enabling investment in work. Employees with high energy, positive psychological states, and supportive relationships possess resources they can deploy toward engagement. JD-R theory's motivational pathway similarly positions personal resources as engagement antecedents. Research supports positive well-being-engagement relationships (Zheng et al., 2015):

**Hypothesis 5 (H5):** Employee well-being is positively associated with employee engagement.

*Career Development and Employee Engagement*

JD-R theory identifies development opportunities as job resources fostering engagement through motivational processes. Employees perceiving growth opportunities find work more meaningful, enhancing dedication. Development also builds capabilities enabling more effective performance, potentially enhancing vigor and absorption:

**Hypothesis 6 (H6):** Career development is positively associated with employee engagement.

### 2.9.3. Employee Engagement and Turnover Intention

Engaged employees experience work as meaningful, feel energized, and are absorbed in their roles—states incompatible with withdrawal. From a SET perspective, engagement represents employees' reciprocal investment in the organizational relationship, strengthening bonds that reduce departure motivation. Meta-analytic evidence confirms negative engagement-turnover intention relationships (Harter et al., 2002):

**Hypothesis 7 (H7):** Employee engagement is negatively associated with turnover intention.

### 2.9.4. Mediating Role of Employee Engagement

Building on preceding hypotheses, employee engagement is expected to mediate effects of POS, EWB, and CD on turnover intention. The JD-R motivational pathway explicitly positions engagement as the mechanism through which resources affect outcomes. Antecedent variables influence engagement (H4–H6), which influences turnover intention (H7), creating indirect effects:

**Hypothesis 8 (H8):** Employee engagement mediates the relationship between perceived organizational support and turnover intention.

**Hypothesis 9 (H9):** Employee engagement mediates the relationship between employee well-being and turnover intention.

**Hypothesis 10 (H10):** Employee engagement mediates the relationship between career development and turnover intention.

## 2.10. Conceptual Model

Figure 1 presents the conceptual model depicting hypothesized relationships. POS, EWB, and CD serve as exogenous variables with hypothesized direct effects on turnover intention (H1–H3) and on employee engagement (H4–H6). Employee engagement serves as a mediating variable with a

hypothesized negative relationship with turnover intention (H7). Mediation hypotheses (H8–H10) propose that engagement transmits effects of exogenous variables on turnover intention.

### 3. Research Methodology

#### 3.1. Research Design

This study employed a quantitative, cross-sectional survey design situated within a post-positivist philosophical orientation. Post-positivism supports hypothesis testing while recognizing limitations of any single study (Creswell & Creswell, 2018).

The cross-sectional design offers practical feasibility but imposes important limitations on causal inference. While the hypothesized model implies causal ordering, the design cannot definitively establish causality. Alternative orderings are plausible: low turnover intention might enhance well-being (reverse causation), or unmeasured variables might account for observed relationships (confounding). These limitations are addressed in the discussion.

#### 3.2. Population and Sampling

##### 3.2.1. Target Population and Sampling Approach

The target population comprised Zillennial employees (born 1990–2005, aged 19–34) currently employed in Indonesian organizations. Due to absence of a comprehensive sampling frame, this study employed convenience sampling supplemented by snowball techniques. Participants were recruited through professional networking platforms, university alumni networks, organizational contacts, and social media.

Eligibility criteria included: (1) birth year between 1990 and 2005, (2) current employment in an Indonesian organization, and (3) minimum employment tenure of three months.

##### 3.2.2. Sample Size and Characteristics

Sample size requirements were determined through a priori power analysis. Using guidelines from Hair et al. (2022), a minimum sample of 137 was required. We targeted 350+ responses to accommodate data quality issues and enable supplementary analyses. The final sample of 360 valid responses exceeds requirements.

**Table 1.** Sample Demographics (N = 360).

Characteristic	Category	Frequency	Percentage
<b>Gender</b>	Male	187	51.9%
	Female	173	48.1%
<b>Age</b>	19–24 years	98	27.2%
	25–29 years	156	43.3%
	30–34 years	106	29.4%
<b>Education</b>	High School/Diploma	52	14.4%
	Bachelor's Degree	241	66.9%
	Master's or Higher	67	18.6%
<b>Tenure</b>	< 1 year	72	20.0%
	1–3 years	168	46.7%
	3–5 years	78	21.7%
	> 5 years	42	11.7%
<b>Industry</b>	Technology/IT	89	24.7%
	Financial Services	67	18.6%

	Manufacturing	58	16.1%
	Professional Services	45	12.5%
	Retail/Consumer	43	11.9%
	Healthcare	28	7.8%
	Other	30	8.3%
<b>Location</b>	Jakarta/Greater Jakarta	198	55.0%
	Java (other)	94	26.1%
	Outside Java	68	18.9%

The sample is relatively well-educated (85.5% bachelor's or higher), predominantly urban (55% Jakarta area), and concentrated in technology/IT and financial services. These characteristics limit generalizability to less educated workers, rural populations, or informal sector employment.

### 3.3. Measurement Instruments

All constructs were measured using established scales. Instruments were presented in Indonesian following back-translation procedures (Brislin, 1970): initial translation by a bilingual organizational behavior scholar; independent back-translation by a second translator; comparison and review by a panel of academics and practitioners; pilot testing with 30 employees; and final refinements.

#### 3.3.1. Construct Measures

*Perceived Organizational Support* was measured using an eight-item short form of the Survey of Perceived Organizational Support (Eisenberger et al., 1986). Sample item: "My organization really cares about my well-being."

*Employee Well-Being* was measured using the 18-item Employee Well-Being Scale (Zheng et al., 2015), capturing physical, psychological, and social dimensions. Sample item: "I have enough energy for everyday life."

*Career Development* was measured using a 15-item scale adapted from Weng et al. (2010). Sample item: "My organization provides opportunities for career advancement."

*Employee Engagement* was assessed using the 9-item Utrecht Work Engagement Scale (Schaufeli et al., 2006). Sample item: "I am enthusiastic about my job."

*Turnover Intention* was measured using a 5-item scale adapted from Mobley et al. (1978). Sample item: "I frequently think about leaving my current organization."

All items used 5-point Likert scales (1 = Strongly Disagree to 5 = Strongly Agree).

### 3.4. Data Collection

Data were collected through an online survey (Google Forms) between March and May 2024. The survey included informed consent, screening questions, demographic items, focal construct measures (randomized order), and attention checks.

Of 427 individuals accessing the survey: 18 did not meet eligibility criteria; 31 provided incomplete responses; 12 failed attention checks; and 6 exhibited suspicious response patterns. After exclusions, 360 valid responses remained (84.3% usable rate among initiators).

### 3.5. Analytical Approach

#### 3.5.1. PLS-SEM

Data analysis employed partial least squares structural equation modeling (PLS-SEM) using SmartPLS 4.0 (Ringle et al., 2022). PLS-SEM was selected for its prediction orientation, handling of

complex models, and distributional flexibility (Hair et al., 2022). Path estimation used consistent PLS (PLSc) with 5,000 bootstrap subsamples.

### 3.5.2. Measurement Model Criteria

Evaluation followed established criteria: indicator loadings  $\geq 0.708$ ; composite reliability 0.70–0.95; Cronbach's alpha  $\geq 0.70$ ; AVE  $\geq 0.50$ ; HTMT  $< 0.85$  (Hair et al., 2022).

### 3.5.3. Common Method Variance Assessment

Given single-source, self-report, cross-sectional data, common method variance (CMV) is a potential concern (Podsakoff et al., 2003). Multiple approaches addressed CMV:

*Procedural remedies:* psychological separation of predictor and criterion measures; randomization of item order; anonymity assurance; validated instruments.

*Statistical remedies:* (1) Harman's single factor test—first factor accounted for 31.4% of variance, below the 50% threshold; (2) Full collinearity VIF assessment (Kock, 2015)—all values below 3.3; (3) Correlation examination—highest inter-construct correlation was 0.67.

While these tests suggest CMV is not dominant, they do not entirely rule out method effects—a limitation acknowledged in the discussion.

## 4. Results

### 4.1. Preliminary Analyses

Mean turnover intention (2.48) falls below scale midpoint, indicating moderate intentions to remain. All antecedent variables correlate positively with engagement and negatively with turnover intention. The significant zero-order correlation between EWB and TI ( $r = -.43$ ) is relevant for interpreting the structural model results. Correlations among predictors ( $r = .52$  to  $.67$ ) warrant multicollinearity assessment.

**Table 2.** Descriptive Statistics and Correlations.

Variable	Mean	SD	1	2	3	4	5
1. POS	3.51	0.79	—				
2. EWB	3.67	0.68	.58**	—			
3. CD	3.44	0.82	.61**	.52**	—		
4. EE	3.59	0.76	.67**	.59**	.63**	—	
5. TI	2.48	0.93	-.54**	-.43**	-.51**	-.62**	—

Note. \*\*  $p < .01$ .

### 4.2. Measurement Model

#### 4.2.1. Reliability and Convergent Validity

**Table 3.** Reliability and Validity.

Construct	Items	$\alpha$	CR	AVE
POS	8	0.912	0.928	0.618
EWB	18	0.934	0.941	0.573
CD	15	0.927	0.938	0.602
EE	9	0.908	0.924	0.632
TI	5	0.891	0.918	0.692

All Cronbach's alpha and composite reliability values exceed 0.70. AVE values exceed 0.50, demonstrating convergent validity.

#### 4.2.2. Discriminant Validity

All HTMT values fall below 0.85, confirming discriminant validity. The POS-EE HTMT of 0.749, while the highest, remains below the threshold. This substantial relationship is theoretically expected given SET's proposition that organizational support should foster employee investment, yet the constructs remain empirically distinguishable—POS capturing perceptions of organizational behavior and EE capturing individual psychological states.

**Table 4.** HTMT Ratios.

	POS	EWB	CD	EE	TI
POS	—				
EWB	0.647	—			
CD	0.682	0.578	—		
EE	0.749	0.658	0.702	—	
TI	0.601	0.485	0.568	0.693	—

#### 4.3. Structural Model

##### 4.3.1. Multicollinearity

VIF values ranged from 1.642 to 2.467, all below 3.0, indicating multicollinearity is not problematic.

##### 4.3.2. Path Coefficients

###### *Key findings:*

- POS demonstrates a significant negative direct effect on turnover intention ( $\beta = -0.285$ ,  $p < .001$ ), supporting H1
- EWB's direct effect on turnover intention is not significant ( $\beta = -0.082$ ,  $p = .129$ ), failing to support H2
- CD demonstrates a significant negative direct effect ( $\beta = -0.198$ ,  $p = .001$ ), supporting H3
- All three antecedents significantly predict engagement (H4–H6 supported)
- Engagement strongly predicts turnover intention ( $\beta = -0.387$ ,  $p < .001$ ), supporting H7

**Table 5.** Direct Effects.

H	Path	$\beta$	SE	t	p	95% CI	f <sup>2</sup>	Decision
H1	POS → TI	-0.285	0.058	4.914	<.001	[-0.399, -0.171]	0.089	Supported
H2	EWB → TI	-0.082	0.054	1.519	.129	[-0.188, 0.024]	0.008	Not Supported
H3	CD → TI	-0.198	0.062	3.194	.001	[-0.320, -0.076]	0.042	Supported
H4	POS → EE	0.378	0.052	7.269	<.001	[0.276, 0.480]	0.178	Supported
H5	EWB → EE	0.247	0.049	5.041	<.001	[0.151, 0.343]	0.082	Supported
H6	CD → EE	0.298	0.054	5.519	<.001	[0.192, 0.404]	0.115	Supported
H7	EE → TI	-0.387	0.063	6.143	<.001	[-0.511, -0.263]	0.147	Supported

##### 4.3.3. Explanatory Power

- **Employee Engagement:**  $R^2 = 0.601$  (substantial)

- **Turnover Intention:**  $R^2 = 0.648$  (substantial)  
Stone-Geisser's  $Q^2$  values (EE = 0.367; TI = 0.432) indicate medium-to-large predictive relevance.

#### 4.4. Mediation Analysis

All mediation hypotheses are supported. POS and CD show partial mediation (significant direct and indirect effects). EWB shows full mediation (significant indirect effect, non-significant direct effect).

##### Total Effects:

- POS → TI: -0.431 (direct: -0.285 + indirect: -0.146)
- EWB → TI: -0.178 (direct: -0.082 + indirect: -0.096)
- CD → TI: -0.313 (direct: -0.198 + indirect: -0.115)

Table 6. Indirect Effects.

H	Path	Indirect Effect	SE	t	p	95% CI	Type
H8	POS → EE → TI	-0.146	0.028	5.214	<.001	[-0.201, -0.091]	Partial
H9	EWB → EE → TI	-0.096	0.023	4.174	<.001	[-0.141, -0.051]	Full
H10	CD → EE → TI	-0.115	0.026	4.423	<.001	[-0.166, -0.064]	Partial

#### 4.5. Supplementary Analyses

*Curvilinear effects:* A quadratic EWB term was non-significant ( $\beta = 0.034$ ,  $p = .412$ ), ruling out curvilinear well-being effects.

*Age subgroup comparison:* Multi-group analysis comparing younger (19–26,  $n = 178$ ) and older (27–34,  $n = 182$ ) subgroups found no significant path differences ( $p > .05$ ).

*Gender comparison:* No significant gender differences in path coefficients.

*Tenure control:* Adding tenure as a control did not alter significant effects; tenure showed a small negative relationship with turnover intention ( $\beta = -0.087$ ,  $p = .045$ ).

## 5. Discussion

### 5.1. Overview of Findings

This study investigated relationships among POS, EWB, CD, EE, and turnover intention among Zillennial employees in Indonesia. Nine of ten hypotheses were supported. The model explained substantial variance in engagement (60.1%) and turnover intention (64.8%). Three key findings merit discussion: significant direct effects of POS and CD; the non-significant direct effect of well-being; and engagement's mediating role.

### 5.2. Direct Effects

#### 5.2.1. Perceived Organizational Support

Consistent with H1 and SET's reciprocity mechanisms, POS demonstrated a significant negative association with turnover intention ( $\beta = -0.285$ ). SET's trust mechanism explains this: organizational support signals trustworthiness, encouraging employees to maintain rather than exit the exchange relationship. The effect size ( $f^2 = 0.089$ ), while classified as "small," represents meaningful practical impact.

This finding is noteworthy in the Indonesian context. In a culture characterized by collectivism and relationship orientation (Hofstede, 2001), organizational support may signal relational investment resonating with cultural values. However, without cross-cultural comparison data, this interpretation remains speculative.

### 5.2.2. Career Development

Career development also demonstrated a significant negative association with turnover intention ( $\beta = -0.198$ ), supporting H3 and consistent with SET's generalized reciprocity mechanism. Organizations providing growth opportunities signal investment in employees' futures, generating reciprocal commitment.

The importance of career development for this age group aligns with career theory suggesting early career stages emphasize exploration and establishment (Super, 1980). Workers aged 19–34 are navigating early-career challenges and may be particularly attuned to development opportunities—though whether this reflects generational, life-stage, or period effects cannot be determined.

### 5.2.3. Employee Well-Being: The Non-Significant Direct Effect

The non-significant direct relationship between well-being and turnover intention ( $\beta = -0.082$ ,  $p = .129$ ) is theoretically interesting given the significant bivariate correlation ( $r = -.43$ ). Several explanations merit consideration:

*Full mediation through engagement.* The significant indirect effect (H9) combined with non-significant direct effect indicates full mediation. From a COR perspective, well-being represents resources enabling engagement, which in turn reduces turnover intention—but well-being per se does not directly affect departure intentions when engagement is controlled. This aligns with COR's resource investment principle: well-being is a resource that must be invested (in engagement) to produce outcomes (retention).

*Statistical versus substantive significance.* The zero-order correlation between EWB and TI ( $r = -.43$ ) is significant, but this relationship is explained by EWB's effect on engagement, which then affects turnover intention. The total effect of EWB on TI ( $-0.178$ ) is meaningful but operates entirely through engagement.

*Theoretical interpretation.* Well-being operates differently than organizational-level factors. While POS and CD directly signal organizational investment triggering reciprocal commitment (SET's trust mechanism), well-being is more distal—enabling the psychological state (engagement) that affects retention. This suggests that COR theory complements SET by explaining mechanisms through which personal resources operate.

*Cultural and economic considerations.* Indonesian cultural values emphasizing perseverance and collectivist obligations might attenuate direct well-being–turnover links. Economic necessity may also constrain turnover decisions regardless of well-being.

*Measurement aggregation.* The well-being measure aggregates physical, psychological, and social dimensions. Different dimensions might have different relationships with turnover, with aggregation obscuring dimension-specific effects.

### 5.3. Employee Engagement as Mediator

Employee engagement emerged as the strongest direct predictor of turnover intention ( $\beta = -0.387$ ) and served as a significant mediating mechanism for all antecedent variables. This finding strongly supports JD-R theory's motivational pathway, wherein resources foster engagement, which predicts outcomes.

*Partial mediation for POS and CD* suggests multiple pathways: these factors directly influence retention through SET's trust mechanism while also indirectly influencing retention by fostering engagement through the generalized reciprocity mechanism.

*Full mediation for well-being* suggests its effect operates entirely through enabling engagement—consistent with COR's resource investment principle.

*Engagement as linchpin.* The pattern positions engagement as pivotal. Organizational investments and personal resources converge on engagement, which drives retention. This suggests fostering engagement should be central to retention strategy.

#### 5.4. Theoretical Implications

This study applies established frameworks to an understudied context rather than fundamentally extending theory. Within that scope, several implications emerge:

*First*, the findings support SET's applicability to Zillennial employees in Indonesia. Reciprocity dynamics—wherein organizational investments are reciprocated through continued membership—appear operative in this context.

*Second*, the differential mediation patterns suggest theoretical refinement. Organizational-level factors (POS, CD) have both direct and indirect effects, while individual-level factors (well-being) operate primarily through engagement. This suggests distinguishing antecedent types in turnover models.

*Third*, integrating SET with COR theory proves useful. SET explains reciprocity-based effects of organizational investments; COR explains how personal resources enable engagement. The full mediation of well-being through engagement illustrates COR's resource investment principle operating alongside SET's exchange dynamics.

*Fourth*, the study enables relative importance assessment. POS emerges as strongest predictor (total effect = -0.431), followed by CD (-0.313) and EWB (-0.178).

#### 5.5. Practical Implications

Findings generate recommendations for organizations seeking to enhance retention, acknowledging that cross-sectional design limits causal certainty and contextual adaptation is necessary.

##### 5.5.1. Prioritize Perceived Organizational Support

- *Supervisory support training*: Equip managers to demonstrate genuine concern through check-ins, responsive assistance, and advocacy
- *Recognition systems*: Implement timely, specific, and sincere recognition
- *Voice mechanisms*: Create channels for input and demonstrate input is taken seriously
- *Work-life support*: Offer flexibility and resources demonstrating concern for whole lives

##### 5.5.2. Invest in Career Development

- *Clear pathways*: Articulate advancement opportunities and criteria
- *Development planning*: Implement individual development plans
- *Skill building*: Provide training and developmental assignments
- *Internal mobility*: Facilitate movement enabling diverse experiences

##### 5.5.3. Foster Employee Engagement

- *Meaningful work*: Help employees understand contribution to mission
- *Autonomy*: Provide appropriate discretion
- *Feedback*: Ensure regular, constructive feedback
- *Challenge*: Assign work stretching capabilities without overwhelming

##### 5.5.4. Attend to Well-Being

While well-being did not directly predict turnover intention, its relationship with engagement suggests attending to well-being indirectly supports retention:

- *Workload management*: Monitor and address excessive demands
- *Health resources*: Provide wellness programs and assistance
- *Psychological safety*: Create environments for expressing concerns

### 5.5.5. Implementation Considerations

- *Diagnostic assessment*: Survey employees to prioritize interventions
- *Manager capability*: Train managers in supportive leadership
- *Customization*: Recognize individual preferences; offer choice
- *Measurement*: Track engagement and turnover intention regularly
- *Cultural adaptation*: Adapt practices to local context

### 5.6. Limitations and Future Research

#### 5.6.1. Cross-Sectional Design

The cross-sectional design precludes causal conclusions. Alternative orderings are plausible:

- *Reverse causation*: Low turnover intention might enhance perceived support
- *Reciprocal causation*: Engagement and turnover intention might mutually influence each other
- *Common causes*: Unmeasured variables might account for relationships

Future research should employ longitudinal designs with multiple time points to assess temporal precedence.

#### 5.6.2. Self-Report and Common Method Variance

All data were self-reported at a single time point. While procedural and statistical remedies suggest CMV is not dominant, some inflation is possible. Future research should incorporate objective measures (actual turnover, supervisor ratings), collect predictors and outcomes at different times, and use marker variable approaches.

#### 5.6.3. Sample Representativeness

The convenience sample skews toward educated (85.5% bachelor's or higher), urban (55% Jakarta), formal-sector employees. Findings may not generalize to less educated workers, rural populations, or informal sector employment. Future research should employ probability sampling and include diverse populations.

#### 5.6.4. Generational Construct Validity

The Zillennial construct is emergent and lacks rigorous validation. Generational effects cannot be distinguished from life-stage and period effects without longitudinal, cross-cohort designs. Future research should compare generations at the same life stage and follow cohorts over time.

#### 5.6.5. Cultural Context

Without cross-cultural comparison, generalizability beyond Indonesia is unknown. Future research should replicate across contexts, measure cultural values as moderators, and compare countries differing in relevant dimensions.

#### 5.6.6. Unexplored Moderators

Future research should examine whether relationships vary by industry, organizational size, employment type, and individual differences. Alternative mediators (commitment, satisfaction, psychological contract fulfillment) might operate alongside engagement.

## 6. Conclusions

This study investigated relationships among perceived organizational support, employee well-being, career development, employee engagement, and turnover intention among Zillennial employees in Indonesia. Grounded in social exchange theory and complemented by conservation of

resources theory, PLS-SEM analysis of data from 360 employees yielded findings with theoretical and practical significance.

Results indicate that POS and CD are significantly and negatively associated with turnover intention, both directly and through employee engagement. Well-being, while significantly associated with engagement, does not directly predict turnover intention; its effect operates entirely through engagement. Employee engagement emerges as the strongest predictor of turnover intention and serves as a significant mediating mechanism.

These findings contribute by empirically examining integrated turnover antecedents within an understudied demographic and cultural context. The differential mediation patterns—partial for organizational-level factors, full for individual-level well-being—suggest refinement in how different antecedent types influence retention. Practically, organizations should prioritize investments in organizational support and career development while recognizing engagement as the mechanism through which these investments and employee well-being translate into retention.

Important limitations qualify conclusions: cross-sectional design precludes causal inference; self-report data raise method concerns; convenience sampling limits generalizability; and the generational construct requires validation. Future research should address these through longitudinal designs, multi-source data, probability sampling, and cross-cultural comparisons.

Despite limitations, this study offers insights for navigating retention challenges with younger workers. The enduring logic of social exchange—reciprocity flowing from organizational investment—appears operative in this context. Organizations that genuinely communicate care, provide meaningful development, and foster engagement may find that talented employees reciprocate through their continued commitment.

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