International Journal of Economics, Business & Sustainable Management
ISSN 3139-0919
Volume 2 Issue 3 (July – Sep) 2026

Organizational Justice, Perceived Organizational Rewards, and Employee Turnover Intention: The Mediating Role of Organizational Identification Among Generation Z Employees in China's Internet Industry

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Article History

Received: 14 July 2026 | Accepted: 09 Sep 2026 | Published: 30 Sep 2026

DOI: 10.5281/zenodo.23050807

ABSTRACT

This study investigates how organizational justice and perceived organizational rewards influence turnover intention among Generation Z employees in China's internet industry, with organizational identification as a mediator. Drawing on social identity theory, social exchange theory, and organizational justice theory, a dual-independent-variable model is tested. Data were collected from 505 full-time Generation Z employees born between 1995 and 2005 through an online survey. SPSS 26.0 and AMOS 24.0 were used for reliability and validity analysis, confirmatory factor analysis, regression analysis, and Bootstrap mediation testing. Results show that organizational justice positively affects organizational identification ($\beta = 0.268$, $p < 0.001$) and negatively affects turnover intention ($\beta = -0.194$, $p < 0.001$). Perceived organizational rewards positively affects organizational identification ($\beta = 0.387$, $p < 0.001$) and negatively affects turnover intention ($\beta = -0.280$, $p < 0.001$). Organizational identification negatively affects turnover intention ($\beta = -0.669$, $p < 0.001$) and fully mediates the relationships between organizational justice and turnover intention (indirect effect = −0.291, 95% CI [−0.359, −0.226], 93.5%) and between perceived organizational rewards and turnover intention (indirect effect = −0.340, 95% CI [−0.405, −0.279], 93.1%). The findings suggest that fairness and reward perceptions are translated into retention outcomes primarily through organizational identification.

Keywords: **O**rganizational justice, perceived organizational rewards, organizational identification, turnover intention, Generation Z, China's internet industry.

1.Introduction

Generation Z employees are becoming a major workforce cohort in the digital economy. According to McKinsey & Company (2023) and PwC (2022), Generation Z will account for a substantial share of the global labor market in the coming decade, profoundly shaping organizational management models. In China's internet industry, this cohort now represents more than 40% of employees and continues to grow (Zheng et al., 2026). However, high turnover remains a critical challenge. Voluntary turnover in China's internet industry is substantially higher than in traditional sectors, and Generation Z employees exhibit notably higher mobility than older cohorts. Approximately one in three Generation Z internet professionals voluntarily changed jobs within a single year.

High turnover imposes substantial direct and indirect costs. Recruitment, onboarding, training, productivity loss, tacit knowledge departure, and team morale disruption all increase organizational burden. More importantly, Generation Z turnover is not driven solely by salary dissatisfaction. A 2025 survey found that "lack of growth opportunities" (68.7%), "perceived unfairness" (55.3%), "work–life imbalance" (49.2%), and "low organizational identification" (46.5%) all ranked higher than "dissatisfaction with compensation" (41.8%). This suggests that purely monetary competition is insufficient to retain Generation Z employees. Deeper psychological drivers, such as fairness perceptions, reward perceptions, and organizational identification, must be understood and addressed.

Existing turnover research has traditionally emphasized job satisfaction as a key antecedent (Mobley, 1977). However, such research often adopts a unidimensional satisfaction construct and does not sufficiently explain how Generation Z employees evaluate organizational procedures, interpersonal treatment, and reward distributions when forming turnover intentions. Organizational justice and perceived organizational rewards are two key factors affecting Generation Z employees' attitudes and behaviors (Özkan, 2023; Zhang et al., 2022). Organizational identification, as a psychological bonding variable, may serve as a critical mediating mechanism (Gutierrez et al., 2025; Zhao et al., 2022). Nevertheless, few studies have simultaneously incorporated organizational justice and perceived organizational rewards into a single model to test the mediating role of organizational identification, particularly among Generation Z employees in China's internet industry.

To address this gap, this study develops a dual-independent-variable model in which organizational justice and perceived organizational rewards influence turnover intention through organizational identification. The research questions are as follows:

RQ1: How does organizational justice affect Generation Z employees' organizational identification?

RQ2: How do perceived organizational rewards affect Generation Z employees' organizational identification?

RQ3: How does organizational identification affect Generation Z employees' turnover intention?

RQ4: How do organizational justice and perceived organizational rewards affect Generation Z employees' turnover intention, and does organizational identification mediate these relationships?

The study makes three contributions. First, it extends social identity theory to the turnover decision context of Generation Z employees. Second, it integrates social exchange theory and organizational justice theory into a progressive theoretical narrative in which instrumental exchange perceptions are transformed into affective identification. Third, it provides empirical evidence from China's high-mobility internet industry, offering practical guidance for talent retention.

2. Literature Review

Theoretical Foundations

This study draws on three theoretical foundations: social identity theory, social exchange theory, and organizational justice theory.

Social identity theory posits that individuals categorize themselves into social groups, compare their groups with others, and seek positive distinctiveness (Tajfel & Turner, 1979). Ashforth and Mael (1989) introduced this theory into organizational contexts and proposed organizational identification, which occurs when employees perceive organizational successes and failures as their own. When employees integrate organizational characteristics and values into their self-concept, they develop a sense of "we-ness" (Dutton et al., 1994; Ellemers et al., 2004). Organizational identification has been shown to predict cooperation, commitment, and retention (Van Dick et al., 2004; Cropanzano et al., 2007).

Social exchange theory holds that relationships are governed by the norm of reciprocity (Blau, 1964). When organizations provide valuable economic and socio-emotional resources, employees develop obligations to reciprocate with positive attitudes and behaviors. Eisenberger et al. (1986) extended this logic into perceived organizational support, defined as employees' global beliefs that the organization values their contributions and cares about their well-being. Perceived organizational rewards, including compensation, promotion, recognition, and training, are important exchange resources that may foster identification and reduce turnover intention (Zhang & Liu, 2016; Ji & Yang, 2021).

Organizational justice theory focuses on fairness perceptions in exchange processes (Adams, 1965). Colquitt (2001) distinguished distributive, procedural, interpersonal, and informational justice. To avoid conceptual overlap with perceived organizational rewards, this study conceptualizes organizational justice as comprising procedural justice and interpersonal justice, excluding distributive justice. Procedural justice concerns fairness of decision-making processes, while interpersonal justice concerns dignity and respect in interpersonal treatment (Colquitt, 2001). This operationalization follows recent practice (Colquitt et al., 2001) and allows perceived organizational

rewards to capture outcome-related evaluations.

These three theories are not treated as independent parallel frameworks. Instead, they are integrated into a progressive mechanism: social exchange theory and organizational justice theory explain the instrumental evaluation stage; social identity theory explains the transformation from instrumental evaluation to affective bonding; and identification then stabilizes retention intention.

Hypothesis Development

Organizational justice may enhance organizational identification. When employees perceive transparent and consistent decision-making procedures and respectful interpersonal treatment, they are more likely to trust the organization and view it as an attractive group to belong to (Colquitt et al., 2001; Özkan, 2023). Empirical research has confirmed that procedural and interpersonal justice perceptions are key antecedents of organizational identification (Gutierrez et al., 2025; Olkkonen & Lipponen, 2006). Therefore:

H1: Organizational justice has a significant positive effect on organizational identification.

Perceived organizational rewards may also enhance organizational identification. According to social exchange theory, when employees perceive adequate economic and non-economic returns, they develop reciprocal obligations and stronger attachment to the organization (Blau, 1964; Eisenberger et al., 1986). Career development opportunities, recognition, and training have been found to predict job satisfaction and identification (Zhang & Liu, 2016; Ji & Yang, 2021). Therefore:

H2: Perceived organizational rewards have a significant positive effect on organizational identification.

Organizational identification may reduce turnover intention. Employees with high identification link organizational fate with personal fate and are motivated to maintain membership (Ashforth & Mael, 1989; Gutierrez et al., 2025). Meta-analytic evidence indicates that organizational identification mediates the relationship between organizational antecedents and turnover intention (Zhao et al., 2022). Therefore:

H3: Organizational identification has a significant negative effect on turnover intention.

Organizational justice may directly reduce turnover intention. Unfair perceptions lead to negative attitudes and withdrawal behaviors (Özkan, 2023). Employees may decide to leave based on instrumental calculations of fairness even without undergoing identity-based processes. Therefore:

H4: Organizational justice has a significant negative effect on turnover intention.

Perceived organizational rewards may directly reduce turnover intention. When employees receive satisfactory rewards, they are more willing to maintain the exchange relationship (Zhang & Liu, 2016). Therefore:

H5: Perceived organizational rewards have a significant negative effect on turnover intention.

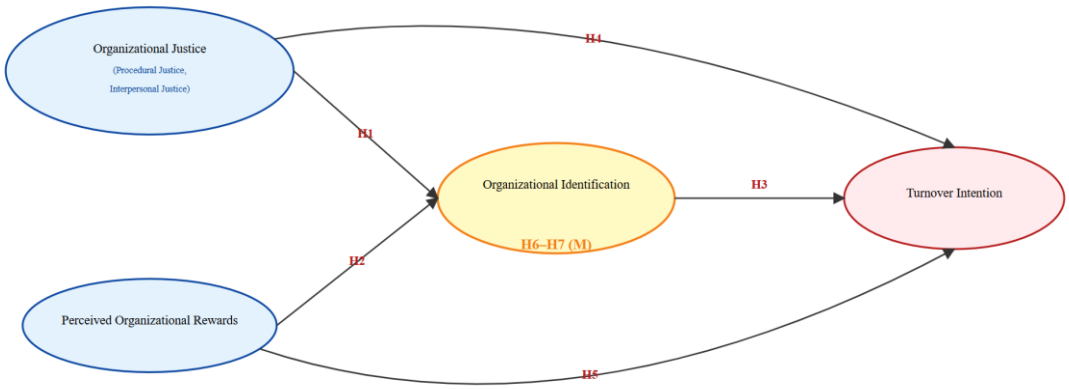
Finally, organizational identification may mediate the relationships between the two independent variables and turnover intention. Fairness and rewards first shape identification, which then inhibits turnover intention (Gutierrez et al., 2025; Zhao et al., 2022). Therefore:

H6: Organizational identification mediates the relationship between organizational justice and turnover intention.

H7: Organizational identification mediates the relationship between perceived organizational rewards and turnover intention.

Figure 1 presents the theoretical model. The model includes two independent variables (organizational justice and perceived organizational rewards), one mediator (organizational identification), and one dependent variable (turnover intention). H1 and H2 posit that organizational justice and perceived organizational rewards positively affect organizational identification. H3 posits that organizational identification negatively affects turnover intention. H4 and H5 posit direct negative effects of organizational justice and perceived organizational rewards on turnover intention. H6 and H7 posit that organizational identification mediates the relationships between the two independent variables and turnover intention.

Figure 1: Theoretical Model of Organizational Justice, Perceived Organizational Rewards, Organizational Identification, and Turnover Intention



Note. OJ = organizational justice; POR = perceived organizational rewards; OI = organizational identification; TI = turnover intention.

3. Method

Research Paradigm and Design

This study follows the positivist paradigm and employs a quantitative survey design. The positivist paradigm holds that social phenomena have observable and measurable regularities, and that knowledge can be obtained through objective observation and statistical inference (Kuhn, 1962; Guba & Lincoln, 1994). All variables were treated as latent constructs measured through self-report scales. A cross-sectional survey design was used because it allows large-sample data collection and structural

equation modeling analysis.

Sample and Data Collection

The target population was Generation Z full-time employees in China's internet industry, defined as individuals born between 1995 and 2005, currently working full-time in a Chinese internet enterprise with at least three months of tenure. The internet industry included e-commerce, social media, online education, internet finance, software development, and other sub-sectors.

Convenience sampling was adopted because no complete sampling frame was available and because internet industry employees are highly mobile. Data were collected from June to September 2026 through an online questionnaire on the WJX platform. Distribution channels included human resource departments of internet enterprises, professional social media platforms such as Maimai and LinkedIn, and Generation Z-concentrated industry communities. A total of 557 questionnaires were collected. After screening, 505 valid responses were retained, yielding a valid response rate of 90.7%. Invalid questionnaires were excluded based on completion time shorter than two minutes, identical responses throughout, patterned responses, incorrect attention checks, failure to meet screening criteria, and duplicate IP or device.

The sample size exceeded the recommended minimum for structural equation modeling (Kline, 2016). A post-hoc power analysis using G*Power 3.1 showed that with four predictors, a medium effect size $f^2 = 0.15$, $\alpha = 0.05$, and $N = 505$, achieved power was 0.999. For structural equation modeling, following MacCallum et al. (1996), power exceeded 0.90.

Measures

All items were measured on a 5-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. Scales were adapted from established instruments and translated into Chinese following Brislin's (1986) back-translation procedure.

Organizational justice was measured with six items adapted from Colquitt (2001) and Colquitt et al. (2001), covering procedural justice (three items) and interpersonal justice (three items). Distributive justice was excluded. Perceived organizational rewards was measured with five items adapted from Ji and Yang (2021) and Eisenberger et al. (1986), capturing compensation, promotion, recognition, and training. Organizational identification was measured with five items adapted from Mael and Ashforth (1992) and Gutierrez et al. (2025). Turnover intention was measured with three items adapted from Mobley et al. (1978) and Zhang et al. (2022). Control variables included gender, education, firm type, and tenure.

Data Analysis

Data were analyzed using SPSS 26.0 and AMOS 24.0. Descriptive statistics, reliability analysis, confirmatory factor analysis, correlation analysis, regression analysis, and Bootstrap mediation testing

with 5,000 resamples were conducted. Model fit was assessed using $\chi^2/df < 3$, CFI > 0.90, TLI > 0.90, RMSEA < 0.08, and SRMR < 0.08. Reliability criteria were Cronbach's $\alpha \geq 0.70$ and CR ≥ 0.70. Convergent validity criteria were standardized factor loadings ≥ 0.60 and AVE ≥ 0.50. Discriminant validity was assessed using the Fornell–Larcker criterion and HTMT < 0.85 (Fornell & Larcker, 1981; Henseler et al., 2015). Common method bias was tested using Harman's single-factor test and the controlled common latent factor method.

4. Results

Sample Characteristics

Table 1 presents the demographic characteristics of the 505 respondents. The sample was nearly balanced by gender, with males (50.9%) and females (49.1%) almost equally represented. The majority of respondents were born between 2000 and 2005 (55.8%), held a bachelor's degree (54.3%), and had 1–3 years of tenure (41.2%).

Table 1: Sample Characteristics (N = 505)

Variable	Category	Frequency	Percentage
Gender	Male	257	50.9%
	Female	248	49.1%
Birth year	1995–1999	223	44.2%
	2000–2005	282	55.8%
Education	Associate degree or below	124	24.6%
	Bachelor's degree	274	54.3%
	Master's degree or above	107	21.2%
Tenure	3–12 months	150	29.7%
	1–3 years	208	41.2%
	More than 3 years	147	29.1%
Firm ownership	Private	—	64.8%
	Foreign/joint venture	—	23.0%
	State-owned	—	12.3%
Job function	R&D	—	27.5%
	Product/operations	—	30.7%
	Marketing/sales	—	10.3%
	Corporate functions	—	18.0%
	Customer service	—	13.5%

Table 2 reports the descriptive statistics for all core variables. Organizational justice had the highest mean (M = 3.46, SD = 0.64), followed by organizational identification (M = 3.33, SD = 0.67) and perceived organizational rewards (M = 3.31, SD = 0.63). Turnover intention had the lowest mean (M = 2.81, SD = 0.69). All skewness and kurtosis values were within the acceptable range of −2 to +2, supporting approximate normality.

Table 2: Descriptive Statistics of Core Variables

Variable	Mean	SD	Skewness	Kurtosis
Organizational justice (overall)	3.46	0.64	−0.41	0.18
Procedural justice	3.41	0.68	−0.35	−0.01
Interpersonal justice	3.51	0.68	−0.44	0.30
Perceived organizational rewards	3.31	0.63	−0.28	0.58
Organizational identification	3.33	0.67	−0.16	0.23
Turnover intention	2.81	0.69	−0.10	−0.04

Reliability and Validity

Cronbach's α values exceeded 0.70 for all scales. Composite reliability values were 0.887 for organizational justice, 0.851 for perceived organizational rewards, 0.875 for organizational identification, and 0.826 for turnover intention. Confirmatory factor analysis showed that the four-factor model fit the data well: $\chi^2/df = 2.87$, CFI = 0.932, TLI = 0.920, RMSEA = 0.061, SRMR = 0.055. Alternative models showed poorer fit, supporting discriminant validity among the four constructs (Table 3).

Table 3: Confirmatory Factor Analysis Model Fit Comparison

Model	χ^2/df	CFI	TLI	RMSEA	SRMR
Four-factor model (baseline)	2.87	0.932	0.920	0.061	0.055
Three-factor model (OJ + POR combined)	4.56	0.861	0.842	0.084	0.078
Two-factor model (OJ + POR combined; OI + TI combined)	6.23	0.792	0.768	0.102	0.095
Single-factor model	8.91	0.681	0.652	0.125	0.112

Convergent validity was supported: standardized factor loadings ranged from 0.683 to 0.800 for organizational justice, 0.619 to 0.786 for perceived organizational rewards, 0.704 to 0.821 for organizational identification, and 0.721 to 0.785 for turnover intention. All AVE values exceeded 0.50 (Table 4).

Table 4 presents the convergent validity results for each construct. All standardized factor loadings ranged from 0.619 to 0.821, exceeding the 0.60 threshold. Composite reliability values ranged from 0.826 to 0.887, all above 0.70. All AVE values exceeded 0.50, confirming satisfactory convergent validity.

Table 4: Convergent Validity Results

Variable	Standardized factor loadings	CR	AVE
Organizational justice	0.683–0.800	0.887	0.561
Perceived organizational rewards	0.619–0.786	0.851	0.528
Organizational identification	0.704–0.821	0.875	0.578
Turnover intention	0.721–0.785	0.826	0.609

Discriminant validity was supported by the Fornell–Larcker criterion: the square root of each construct's AVE was greater than its correlations with other constructs. HTMT ratios were all below 0.85: organizational justice–perceived organizational rewards = 0.496; organizational justice–organizational identification = 0.472; organizational justice–turnover intention = 0.340; perceived organizational rewards–organizational identification = 0.552; perceived organizational rewards–turnover intention = 0.399; organizational identification–turnover intention = 0.788.

Common Method Bias

Harman's single-factor test showed that the first factor explained 34.71% of the variance, below the 50% threshold. The controlled common latent factor method showed that ΔCFI was only 0.009 after adding a method factor, below the 0.02 criterion. These results indicate that common method bias was not a serious threat.

Correlation Analysis

Table 5 presents Pearson correlations. Organizational justice was positively correlated with perceived organizational rewards ($r = 0.428$, $p < 0.001$) and organizational identification ($r = 0.413$, $p < 0.001$), and negatively correlated with turnover intention ($r = -0.292$, $p < 0.001$). Perceived organizational rewards was positively correlated with organizational identification ($r = 0.474$, $p < 0.001$) and negatively correlated with turnover intention ($r = -0.335$, $p < 0.001$). Organizational identification was negatively correlated with turnover intention ($r = -0.667$, $p < 0.001$).

Table 5: Pearson Correlations Among Variables (N = 505)

Variable pair	r	p
Organizational justice × perceived organizational rewards	0.428	<0.001
Organizational justice × organizational identification	0.413	<0.001
Organizational justice × turnover intention	−0.292	<0.001
Perceived organizational rewards × organizational identification	0.474	<0.001
Perceived organizational rewards × turnover intention	−0.335	<0.001
Organizational identification × turnover intention	−0.667	<0.001

Hypothesis Testing

Table 6 reports the regression results for the three models. In Model 1, organizational justice (β = −0.194, p < 0.001) and perceived organizational rewards (β = −0.280, p < 0.001) had significant negative effects on turnover intention. In Model 2, both independent variables had significant positive effects on organizational identification. In Model 3, after including organizational identification, the direct effects of both independent variables became non-significant, indicating full mediation.

Table 6: Regression Analysis Results

Model	Dependent variable	Predictor	β	t	p	R^2
Model 1	Turnover intention	Organizational justice	−0.194	−3.966	<0.001	0.139
		Perceived organizational rewards	−0.280	−5.612	<0.001	
Model 2	Organizational identification	Organizational justice	0.268	6.136	<0.001	0.279
		Perceived organizational rewards	0.387	8.683	<0.001	
Model 3	Turnover intention	Organizational justice	−0.015	−0.365	0.715	0.446
		Perceived organizational rewards	−0.021	−0.499	0.618	
		Organizational identification	−0.669	−16.646	<0.001	

Mediation Analysis

Table 7 presents the Bootstrap mediation results. Organizational identification fully mediated the relationship between organizational justice and turnover intention (indirect effect = −0.291, 95% CI [−0.359, −0.226]), with a mediation proportion of 93.5%. It also fully mediated the relationship between perceived organizational rewards and turnover intention (indirect effect = −0.340, 95% CI [−0.405, −0.279]), with a mediation proportion of 93.1%. Thus, H6 and H7 were supported.

Table 7: Bootstrap Mediation Results

Path	Total effect	Direct effect	Indirect effect	95% CI	Mediation proportion
OJ → OI → TI	−0.311	0.021 (ns)	−0.291	[−0.359, −0.226]	93.5%
POR → OI → TI	−0.365	−0.026 (ns)	−0.340	[−0.405, −0.279]	93.1%

Note. OJ = organizational justice; POR = perceived organizational rewards; OI = organizational identification; TI = turnover intention; ns = not significant.

Table 8 summarizes the results of all seven hypothesis tests. All hypotheses were supported. Organizational justice and perceived organizational rewards positively influenced organizational

identification (H1, H2), organizational identification negatively influenced turnover intention (H3), both independent variables negatively influenced turnover intention (H4, H5), and organizational identification fully mediated both relationships (H6, H7).

Table 8: Summary of Hypothesis Testing Results

Hypothesis	Path	Standardized coefficient	Result
H1	OJ → OI	0.268***	Supported
H2	POR → OI	0.387***	Supported
H3	OI → TI	−0.669***	Supported
H4	OJ → TI	−0.194***	Supported
H5	POR → TI	−0.280***	Supported
H6	OJ → OI → TI	−0.291***	Supported (full mediation)
H7	POR → OI → TI	−0.340***	Supported (full mediation)

Note. *** $p < 0.001$.

5. Discussion

Theoretical Implications

This study makes three theoretical contributions. First, it extends social identity theory to the turnover decision context of Generation Z employees. The finding that organizational identification fully mediates the effects of organizational justice and perceived organizational rewards on turnover intention reveals a complete causal chain: external organizational conditions → psychological belonging → behavioral intention. This extends prior research that has examined identification as a predictor of turnover intention but has not systematically tested it as a mediator in a dual-factor model (Gutierrez et al., 2025; Zhao et al., 2022).

Second, the study integrates social exchange theory and organizational justice theory into a progressive theoretical narrative. The results show that the direct effects of organizational justice and perceived organizational rewards become non-significant after adding organizational identification. This suggests that exchange logic and identification logic are not parallel pathways; rather, identification serves as a necessary psychological bridge. For Generation Z employees, fairness and rewards must be transformed into affective attachment before they influence turnover decisions.

Third, the study reveals that perceived organizational rewards have a stronger effect on organizational identification ($\beta = 0.387$) than organizational justice ($\beta = 0.268$). This finding suggests that instrumental reward perception may play a more dominant role than normative fairness perception in shaping identification among Generation Z employees in China's internet industry. This may reflect the high-uncertainty economic environment in which this cohort has grown up, where evaluations of "what the organization can provide me" may take priority over evaluations of "how the organization

treats me." The study thus enriches social exchange theory and organizational justice theory by specifying generational differences in the formation of psychological bonds.

Practical Implications

The findings provide actionable implications for human resource managers, team leaders, and corporate decision-makers.

For human resource managers, the stronger effect of perceived organizational rewards suggests that retention strategies should prioritize multidimensional reward systems. Organizations should design clear career development pathways, diversified skill training programs, dual-track career paths, cross-departmental rotation opportunities, and real-time recognition mechanisms. Transparent and objective performance appraisal processes should also be established. The finding that interpersonal justice (M = 3.51) was higher than procedural justice (M = 3.41) suggests that procedural transparency and consistency require further improvement.

For team leaders, interpersonal justice is critical. Team leaders should hold regular one-on-one growth conversations with Generation Z employees, provide timely and specific positive feedback, and treat employees with dignity and respect. An empowering rather than controlling management style may strengthen identification and reduce turnover intention.

For corporate decision-makers, organizational justice construction and reward system optimization should be incorporated into strategic planning. Organizations should pay attention to expectation mismatch during recruitment and onboarding, provide authentic job previews, and assign dedicated personnel during the first three months. Training and development budgets should be treated as strategic investments rather than costs. Organizations should also emphasize "identification management" rather than relying solely on compensation competition.

Differentiated recommendations are needed for firms of different sizes. Large internet firms should prioritize process transparency through digital performance management tools and independent appeal channels. Small and medium-sized firms should leverage interpersonal justice and growth-related rewards, such as career dialogues with founders, equity options, training sponsorships, and conference participation. Foreign-owned or joint-venture firms should strengthen cross-cultural communication and inclusive climates.

Potential implementation barriers include organizational inertia, cost–benefit trade-offs, expectation management, and generational gaps. Organizations should form dedicated task forces, build a talent retention ROI model, communicate after measures are functional, and conduct intergenerational workshops.

Limitations and Future Research

Several limitations should be acknowledged. First, the cross-sectional survey design limits causal

inference. Second, all variables were self-reported by the same respondents, although common method bias tests indicated no serious threat. Third, convenience sampling may limit external validity. Fourth, the sample is concentrated in China's internet industry. Fifth, organizational justice was limited to procedural and interpersonal dimensions, excluding distributive justice. Sixth, only one mediating variable was examined. Seventh, potential moderating variables were not considered.

Future research should adopt longitudinal tracking designs, multi-source data collection, cross-industry and cross-cultural comparisons, and experimental designs. Future studies could also incorporate moderators such as justice sensitivity, materialistic values, transformational leadership, and supportive climate. Mixed methods could deepen understanding of Generation Z employees' subjective experiences.

Conclusion

This study developed and tested a dual-factor model of organizational justice and perceived organizational rewards → organizational identification → turnover intention among Generation Z employees in China's internet industry. Based on 505 valid questionnaires, the following conclusions are drawn.

First, organizational justice has a significant positive effect on organizational identification and a significant negative effect on turnover intention. Second, perceived organizational rewards have a significant positive effect on organizational identification and a significant negative effect on turnover intention. The effects of perceived organizational rewards are stronger than those of organizational justice. Third, organizational identification has a significant negative effect on turnover intention and is the strongest predictor among all variables. Fourth, organizational identification fully mediates the relationships between organizational justice and turnover intention, and between perceived organizational rewards and turnover intention, with mediation proportions of 93.5% and 93.1%, respectively. Fifth, all seven research hypotheses received empirical support.

In conclusion, organizational justice and perceived organizational rewards primarily reduce Generation Z employees' turnover intention by shaping organizational identification, rather than directly affecting turnover intention. These findings enrich the application of social identity theory, social exchange theory, and organizational justice theory in the Generation Z context and provide empirically based action guidelines for human resource management in internet enterprises.

Article Publication Details

This article is published in the **International Journal of Economics, Business & Sustainable Management**, ISSN 3139-0919 (Online). In Volume 2 Issue 3 (July – Sep) 2026

The journal is published and managed by **IRPG**.

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Acknowledgements
We sincerely thank the editors and the reviewers for their valuable suggestions on this paper.

Funding
The authors declare that no funding was received for this work.

Data availability
No datasets were generated or analyzed during the current study.

Declarations

Ethics approval and consent to participate
The author(s) declare that it is not applicable.

Consent for publication
The author(s) declare that this is not applicable.

Competing interests
The author(s) declare that they have no competing interests.

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