

ABSTRACT

This study examines the effect of job satisfaction and workload on turnover intention among Generation Z (Gen Z) employees in the service industry in Semarang City, particularly in the food and beverage (F&B) and retail industries located in Tembalang and Banyumanik districts. Gen Z employees tend to have high expectations regarding workplace flexibility, support, and career development, making them susceptible to turnover intention when job satisfaction is low and workload is excessive.

This study employed a quantitative approach. Data were collected through structured questionnaires from 100 Gen Z employees (born between 1997–2012). The respondents were selected using purposive sampling, focusing on employees working in F&B and retail industries. The data were analyzed using multiple linear regression with SPSS.

The results show that job satisfaction has a significant negative effect on turnover intention, while workload has a significant positive effect on turnover intention. Furthermore, job satisfaction and workload simultaneously have a significant effect on turnover intention. The coefficient of determination indicates that both variables explain 44.4% of the variance in turnover intention. These findings support the Job Demands-Resources (JD-R) Model, which suggests that job resources such as job satisfaction can help reduce employees' intention to leave, whereas excessive job demands in the form of workload tend to increase turnover intention. Therefore, organizations should focus on improving employee job satisfaction and managing workload effectively to reduce turnover intention among Gen Z employees in the service industry.

Keywords: *Job Satisfaction, Workload, Turnover Intention, Gen Z.*