

ABSTRACT

The manufacturing industry in Semarang face high turnover intentions among Generation Z employees, driven by a mismatch between their expectation for a supportive work environment and the rigid, target-driven nature of the industry. Grounded in Social Exchange Theory and the Job Demands-Resources model, this study explores how supervisors utilize emotional intelligence to mitigate this issue. Utilizing a qualitative phenomenological method with an interpretive paradigm, data were collected through in-depth interviews and observations with purposively selected Generation Z employees and supervisors. The results reveal how Generation Z perceives supervisors' emotional interactions (empathy, self-regulation, social skills) and uncovers the emotional mechanisms that connect leadership behavior to employee retention. Theoretically, this study enriches the literature on operational leadership in labor-intensive sectors, while practically providing HR managers with insights to design emotional intelligence-based training and retention strategies for the young workforce.

Keywords: Emotional Intelligence, Supervisor, Turnover Intention, Generation Z, Manufacturing Industry, Phenomenology.

