

ABSTRACT

The increasing Turnover Intention has become an important challenge for companies in maintaining human resource stability, particularly among Generation Z employees in Semarang City. Generation Z has high expectations regarding compensation, workload, work environment, and job satisfaction. Inadequate compensation and excessive workload may reduce job satisfaction and encourage employees' intention to leave the organization. Therefore, this study aims to analyze the effect of compensation and workload on employee *Niatan Keluar Karyawan*, with job satisfaction as a mediating variable among Generation Z employees in Semarang City.

This study employs a quantitative approach using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) method, processed with SmartPLS software. The sampling technique used in this study is purposive sampling, involving 140 Generation Z employees working in Semarang City. Data were collected through questionnaires developed based on indicators from relevant theories and previous studies, then analyzed through measurement model and structural model testing.

The results show that compensation has a negative and significant effect on employee Turnover Intention, while workload has a positive and significant effect on employee Turnover Intention. In addition, job satisfaction is proven to mediate the effect of compensation and workload on employee Turnover Intention. Therefore, companies need to design a fair compensation system, manage workload proportionally, and improve employee job satisfaction in order to reduce Turnover Intention among Generation Z employees.

Keywords: Compensation, Workload, Job Satisfaction, Turnover Intention, Generation Z.