

ABSTRACT

Human resources play a critical role in supporting organizational sustainability and competitive advantage, particularly within the dynamic context of the younger workforce, such as Generation Z. This generation is characterized by high expectations regarding workplace flexibility, personal development, and work-life balance, which, if unmet, may lead to increased turnover intention. This study aims to examine the effect of burnout on turnover intention with job satisfaction as a mediating variable, focusing on contractual Generation Z employees working at state-owned banks (BUMN) in Bengkalis Regency.

A quantitative approach was employed in this study, using purposive sampling to select 80 respondents who met the criteria of Generation Z (born between 1995 and mid-2010) and were employed on a contractual basis at BUMN banks in the region. Data were collected through questionnaires and analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) via SmartPLS 4 software.

The results reveal that burnout has a significant positive effect on turnover intention and a significant negative effect on job satisfaction. Furthermore, job satisfaction has a significant negative effect on turnover intention and serves as a mediating variable in the relationship between burnout and turnover intention. These findings suggest that organizational efforts to manage burnout and enhance job satisfaction are crucial to reducing turnover intention among Generation Z employees

Keywords: *Burnout, Job Satisfaction, Turnover Intention, Generation Z*

