

ABSTRACT

Currently, many companies have recruited young employees known as Generation Z (Gen-Z) to fill positions needed by the company. This reflects a challenge for companies in adapting to the changing times, as in the coming years, Gen-Z employees will begin to replace the roles of previous generations in the workforce. One characteristic of Gen-Z employees is their tendency to easily move from one company to another. Therefore, an important factor that companies must maintain is the retention rate of Gen-Z employees to achieve positive and efficient company growth in the future.

The purpose of this study is to determine the level of career development, job satisfaction, and employee retention among Gen-Z employees, as well as to examine the impact of career development and job satisfaction on employee retention at manufacturing companies in the Karawang region.

This research employs a quantitative method with a descriptive and verificative approach, using SEM PLS as the analytical tool. Data collection techniques include observation and the distribution of questionnaires. The population in this study consists of Gen-Z employees working at manufacturing companies in the Karawang region. Since the exact population size is unknown, the sample size is determined based on Hair's approach, which is 5 times the number of indicators. In this study, there were 155 respondents.

The results of the descriptive analysis and hypothesis testing show that the career development variable is categorized as fairly good, job satisfaction is categorized very dissatisfied, and employee retention is categorized as low. Additionally, both career development and job satisfaction variables have a positive and significant impact on employee retention.

Manufacturing companies in the Karawang region need to focus more on the career development of Gen-Z employees by providing clear career paths, opportunities for personal development, and improving the quality of their work. Furthermore, companies should pay attention to the job satisfaction of Gen-Z employees, which includes satisfaction with their job, salary, promotion, supervision, and relationships with colleagues, as a strategic effort to improve Gen-Z employee retention in the company.

Keywords: Gen-Z; Career Development; Job Satisfaction; Retention.