ABSTRAK

Tingginya tingkat *turnover* karyawan telah menjadi tantangan yang signifikan dalam industri *coffeeshop*, khususnya pada karyawan Generasi Z yang cenderung memiliki mobilitas kerja yang lebih tinggi dibandingkan generasi sebelumnya. Penelitian ini bertujuan untuk menganalisis pengaruh lingkungan kerja dan kepuasan kerja terhadap *turnover intention*, serta menguji peran kepemimpinan agile (*agile leadership*) sebagai variabel moderasi dalam hubungan tersebut. Penelitian ini menggunakan pendekatan kuantitatif dengan desain penelitian kausal. Data dikumpulkan melalui penyebaran kuesioner kepada karyawan Generasi Z yang bekerja pada berbagai *coffeeshop* di Yogyakarta. Responden dipilih menggunakan teknik *purposive sampling*, sedangkan analisis data dilakukan dengan metode *Structural Equation Modeling* (SEM) menggunakan perangkat lunak AMOS. Validitas dan reliabilitas instrumen penelitian diuji melalui *Confirmatory Factor Analysis* (CFA), *Composite Reliability* (CR), dan *Average Variance Extracted* (AVE). Hasil pengujian menunjukkan bahwa seluruh konstruk penelitian telah memenuhi kriteria validitas dan reliabilitas yang direkomendasikan. Temuan penelitian menunjukkan bahwa lingkungan kerja dan kepuasan kerja berpengaruh signifikan terhadap *turnover intention*. Selain itu, kepemimpinan agile terbukti mampu memoderasi secara signifikan hubungan antara lingkungan kerja dengan *turnover intention*, serta hubungan antara kepuasan kerja dengan *turnover intention*.

Kata kunci: Kepemimpinan agile, Generasi Z, kepuasan kerja, *turnover intention*, lingkungan kerja.

ABSTRACT

Employee turnover has become a critical challenge for the coffeeshop industry, particularly among Generation Z employees who demonstrate relatively high job mobility. This study investigates the effects of the work environment and job satisfaction on turnover intention and examines the moderating role of agile leadership in these relationships. A quantitative research design with a causal approach was employed using survey data collected from Generation Z workers employed in coffeeshops across Yogyakarta, Indonesia. Respondents were selected through purposive sampling, and the data were analyzed using Structural Equation Modeling (SEM) with AMOS. Instrument validity and reliability were confirmed through Confirmatory Factor Analysis (CFA), Composite Reliability (CR), and Average Variance Extracted (AVE), demonstrating that all measurement constructs satisfied the recommended psychometric criteria. The findings reveal that the work environment and job satisfaction significantly influence turnover intention. Furthermore, agile leadership significantly moderates the relationship between the work environment and turnover intention as well as the relationship between job satisfaction and turnover intention.

Keywords : Agile leadership, Generation Z, job satisfaction, turnover intention, work environment