

ABSTRAK

This study aims to examine the impact of toxic leadership on turnover, with job satisfaction as a mediating variable, particularly focusing on Generation Z. Currently dominating the workforce, Generation Z exhibits a high turnover rate, often influenced by low job satisfaction and unsupportive leadership styles. Toxic leadership, characterized by manipulative, authoritarian behavior, and an inability to accept criticism, creates an unhealthy work environment and reduces employee satisfaction. This decline in job satisfaction ultimately increases employees' intentions to leave the organization, thereby raising turnover rates.

This study employs the SEM-Lisrel method to analyze the relationships between toxic leadership, job satisfaction, and turnover. The findings indicate that toxic leadership significantly and negatively affects job satisfaction and turnover. Additionally, job satisfaction serves as a mediating factor in the relationship between toxic leadership and turnover.

The implications of this study highlight the importance of addressing toxic leadership within organizations by implementing training programs that focus on ethics, transparency, and empathy. These initiatives can enhance job satisfaction and reduce turnover rates, particularly among Generation Z employees.

Keywords: *toxic leadership, job satisfaction, turnover, Generation Z, leadership*