

ABSTRACT

One characteristic of Generation Z that is often considered a sign of low loyalty is their tendency to change jobs frequently, known as “job hopping.” However, the loyalty of Generation Z cannot always be measured by how long they work at one company. This phenomenon also occurs in Cilacap Regency, where companies face difficulties in retaining Generation Z employees who tend to change jobs frequently. Work readiness, or an individual's preparedness to enter the workforce, is one of the components influencing loyalty.

This study aims to investigate the influence of work readiness on Generation Z employees' loyalty, both directly and indirectly through job hopping as a mediating variable. The focus of the study is non-managerial Generation Z employees in Cilacap Regency with less than three years of work experience. This study seeks to describe how Generation Z work behavior manifests in real-world contexts.

The method used is a quantitative approach with survey techniques. Data was collected from 200 respondents selected through purposive sampling and analyzed using Structural Equation Modeling based on Partial Least Squares (SEM-PLS). Variable measurements were conducted using indicators that had been tested for validity and reliability.

The results indicate that Work Readiness, Job Hopping, and Loyalty are all in the high category. All relationships between variables are significant, and job hopping acts as a mediator. Despite high loyalty, approximately 30% of respondents stated they would still consider seeking new employment. This indicates that Generation Z loyalty is flexible and situational.

This study concludes that Generation Z loyalty cannot be equated with general long-term loyalty. Companies need to provide a supportive, flexible work environment and offer development opportunities to maintain their loyalty. Further research is recommended to include other variables such as job satisfaction or organizational culture. This study provides an overview of Gen Z loyalty at the local level. Companies are advised to enhance training and development to strengthen work readiness and create a supportive work environment to increase loyalty.

Keywords: Work Readiness, Loyalty, Job Hopping, Generation Z, Cilacap Regency