

The Relationship of Workload to Turnover Intention in Gen Z Employees

Dea Ananda Febriyanti¹, Firlia Chandra Kartika¹

¹Universitas Merdeka Malang,
Terusan Raya Dieng Street No. 62-64, Malang, Indonesia

Abstract. This study aims to examine the relationship between workload and Turnover Intention among Generation Z employees. This research employs a quantitative causal-explanatory method, involving a total of 387 respondents. The sample was determined using a convenience sampling technique. The measurement instruments used were the Role Overload Scale (ROS) ($\alpha = 0.911$), and a turnover intention scale ($\alpha = 0.934$). Data analysis was conducted using simple linear regression. The results showed a significance value of 0.000 ($p = 0.000$) < 0.05 . Based on these findings, it can be concluded that workload has a significant positive correlation on turnover intention. This indicates that higher perceived workloads lead to an increased desire among Generation Z employees to leave their jobs. These findings provide valuable information for companies to better manage workloads as a strategy to reduce turnover rates among Generation Z employees.

Keywords: *Workload, Turnover Intention, Generation Z Employees*

1. INTRODUCTION

The phenomenon of high intention to change jobs (*turnover intention*) in Generation Z employees is a crucial issue for the stability of the company today. One of the main factors that triggers this condition is the workload that is perceived to exceed the capacity of the individual. Theoretically, workload is the employee's perception of the demands of tasks that must be completed within a certain period of time (Wibowo et al., 2024). Task pressure that exceeds capacity can cause psychological burden due to work, leading to physical and spiritual exhaustion, thus increasing employees' intention to leave (Wibowo et al., 2024).

Previous studies have consistently shown a significant positive relationship between workload and *turnover intention*, where the increase in the workload carried by employees is directly proportional to their high desire to leave the organization. These findings are in line with a study by A. Lestari & Fachrian (2022) and Octaviani & Wiguna (2025) which notes the contribution of a large workload to employees' intention to change jobs. This phenomenon appears to be particularly prominent in Generation Z employees, as confirmed by research Utami et al. (2025) in Denpasar, Manggala & Siswanto (2024) in Yogyakarta, as well as Sustainable (2025) in Malang City which shows that although there is a fatigue factor (*Burnout*) as a mediator, workload remains the main predictor of employees thinking about leaving the company. Similar results found in the property industry in Bandung Stefanya & Winarto (2025) and LPG distribution in Tabalong Cursed (2025) It also further strengthens the conclusion that effective workload management is crucial to minimising the number of *turnover intention*, especially in Generation Z employees.

Although many studies have confirmed the relationship between workload and *Turnover Intention*, previous studies have often been limited to specific demographic groups, making it difficult to apply the results thoroughly to the broader population. In addition, almost all previous studies have involved a third variable as a moderator, so no studies have directly examined the relationship between workload and *Turnover Intention* as the primary variable. This marks a research gap, especially in examining the direct relationship between workload and *Turnover Intention*. This study differs in that it examined the direct relationship without moderator variables, which is still rarely discussed, while testing on more demographically diverse populations to improve the generalization of outcomes to the broader workforce population.

Theory *Job Demands-Resources* used as a basis for understanding that high work pressure without good management will lead to the decision to resign. According to Evangelia, & Sanz-vergel on research Azura & Fitria (2024), when *Job Demands* exceeding individual capacity and inadequate available resources, employees may begin to consider resigning. This is supported by Fitriantini's (2019) research which states that when the demands of work exceed individual capacity and are not balanced with adequate resources, stress and fatigue will arise which leads to increased *turnover intention*.

Based on the review, the hypothesis of this study is that there is a significant positive relationship between workload and *turnover intention* in Generation Z employees. This study aims to analyze the magnitude of this influence scientifically to provide recommendations for companies in managing the division of tasks. Thus, it is hoped that the results of this study can be a reference in reducing *turnover* rates through more effective and proportional workload management.

2. METHODS

This study uses a quantitative approach with a causal explanatory research design. This design was chosen to explain the cause-effect relationship and test the influence between workload variables as independent variables on *turnover intention* as a dependent variable.

The main focus of this study is to see the extent to which increased workload can trigger Generation Z employees' intention to leave the organization.

The subjects in this study are employees classified as Generation Z. The total number of respondents involved in this study is 387 people. The sampling technique was carried out using *the convenience sampling method*, which is sample selection based on the availability of the subject and the ease of access to the researcher in reaching respondents during the research period. The use of a large number of samples aims to increase the accuracy of the results of the statistical analysis carried out.

Data collection was carried out using an instrument in the form of a psychological scale. The workload variable was measured using *the Role Overload Scale* (ROS) developed by Reilly (1982). Based on the results of the reliability test, the ROS scale had a Cronbach alpha coefficient of 0.911. Meanwhile, *the variable turnover intention* was measured using *the turnover intention* scale which had a reliability coefficient of 0.934. Both instruments showed a very high reliability value, so it was very feasible to use it to measure the phenomenon being studied.

The data analysis technique used in this study is simple linear regression analysis. This analysis is applied to test the hypothesis regarding the relationship between workload and employee intention to change jobs. Before the hypothesis test is carried out, the data has been confirmed to meet the criteria for the basic assumption test. The entire statistical calculation process in this study was carried out with the help of SPSS version 22 software to ensure the accuracy of the analysis results in answering the research questions.

3. RESULTS AND DISCUSSION

Results

Data collection in this study was carried out on 387 respondents who were active employees of Generation Z. Before conducting the hypothesis test, the researcher conducted a basic assumption test as a condition for the use of parametric statistics. The results of the normality test showed that the distributed data was abnormal, however, according to Pallant (2020), even if the data does not pass the prerequisite test, such as abnormal, especially in sample sizes above 30, hypothesis analysis can still be carried out using parametric statistical tests. However, the linearity test shows that there is a linear relationship between the workload variable and *turnover intention*. After the assumption is met, a simple linear regression analysis is performed to test the influence of workload on employees' intention to change jobs.

Table 1

Results of Simple Linear Regression Correlation Test Workload and Turnover Intention

Variable	B	β	OR	t	P (Sig.)
Constant	11,009		2,039	5,401	0.000
Workload	0,714	0.582	0.051	14.051	0.000
R ²		0.339			
F		197,424			0.000

Note. N = 387

Based on Table 1, based on the table of results of a simple linear regression test between workload and turnover intention in 387 respondents, the overall regression model was declared significant with values F = 197.424 and p = 0.000 < 0.05, which means that the workload was simultaneously able to explain the variation in turnover intention of 33.9% (R² = 0.339). The regression coefficient showed a constant value of 11.009 and a workload coefficient of B = 0.714 (β = 0.582) with values of t = 14.051 and p = 0.000 < 0.05, which indicates that workload has a positive and significant effect on *turnover intention*, so the hypothesis that workload has a positive effect on *turnover intention* is acceptable.

Discussion

The results of this study provide substantial meaning that workload is a strong predictor of the emergence of *turnover intention* in Generation Z employees β . In addition, with the fact that workload contributes 33.9% to the variance of intention to change jobs, this finding proves that the phenomenon of excessive workload is a determining factor that consistently triggers high *turnover intention* in Generation Z employees.

Theoretically, this relationship can be explained through a theoretical framework *Job Demands-Resources*. Where workload is a form of *Job Demands* encompasses all the physical and psychological demands required in a job, which to some degree can trigger the emergence of an intention to leave the organization. According to Bakker, Evangelia, & Sanz-vergel in research Azura & Fitria (2024), when *Job Demands* Exceeding individual capacity and inadequate available resources, employees may begin to consider resigning.

These findings are in line with and consistently reinforce the results of previous research. Study by A. Lestari & Fachrian (2022) and Octaviani & Wiguna (2025) which notes the contribution of a large workload to employees' intention to change jobs. This phenomenon appears to be particularly prominent in Generation Z employees, as confirmed by research Utami et al. (2025) in Denpasar, Manggala & Siswanto (2024) in Yogyakarta, as well as Sustainable (2025) in Malang City which shows that although there is a fatigue factor (*Burnout*) as a mediator, workload remains the main predictor of employees thinking about leaving the company. Similar results found in the property industry in Bandung Stefanya & Winarto (2025) and LPG distribution in Tabalong Cursed (2025) It also further strengthens the conclusion that effective workload management is crucial to minimising the number of *turnover intention*, especially in Generation Z employees.

Although it makes an important contribution to the human resource management literature, this study still has limitations in the absence of in -depth socio-demographic variables, such as marital status, working age, and gender. The absence of analysis on these characteristic segments has led to this study not being able to distinguish whether the level of vulnerability to work pressure is universal across Generation Z or there are significant differences in certain profiles. Therefore, further research needs to integrate demographic factors to provide a more comprehensive picture of the dynamics of workload relationships and *turnover intention*.

4. CONCLUSION

Based on the results of the analysis, this study concludes that workload has a positive and significant effect on *turnover intention* in Generation Z employees in Indonesia, so the hypothesis is declared accepted. These findings confirm that the increase in workload is linearly followed by an increase in employees' desire to leave the organization, with an influence contribution of 33.9%. This shows that workload is a real determinant factor that triggers the instability of young employee retention within the scope of this study.

To mitigate these risks, employees are advised to improve stress management and courage in communicating work capacity limitations. On the other hand, companies need to conduct regular evaluations of the distribution of tasks, optimize *role clarity*, and provide clear appreciation and career development as an adaptive retention policy. For future researchers, it is recommended to integrate socio-demographic factors such as marital status, working period, and gender to get a more comprehensive picture of the differences in the influence of workload on various characteristics of Generation Z's professional profile.

References

- Azura, S. Z., & Fitria, Y. (2024). The effect of workload on turnover intention with work stress as a mediating variable among employees of “Budiman Swalayan” Ulak Karang Padang. *Journal Economic Resources*, 8(2), 1320–1328.
- Lestari, A., & Fachrian, A. (2022). Hubungan antara beban kerja dengan stres kerja pada pegawai di Balai Pemasyarakatan Kelas I Medan. *Jouska: Jurnal Ilmiah Psikologi*, 1(2), 81–89. <https://doi.org/10.31289/jsa.v1i2.1333>
- Lestari, A. U. (2025). *Pengaruh workload dan work incivility terhadap turnover intention melalui burnout pada pekerja Gen Z di Kota Malang*. Universitas Islam Negeri Maulana Malik Ibrahim Malang.
- Manggala, R. K., & Siswanto. (2024). Pengaruh stres kerja dan beban kerja terhadap turnover intention pada sumber daya manusia (SDM) Generasi Z di Provinsi D.I. Yogyakarta. *Jurnal Akuntansi, Manajemen, dan Perencanaan Kebijakan*, 2(2), 1–11. <https://doi.org/10.47134/jampk.v2i2.489>
- Maulida, A. R. T. (2025). Pengaruh beban kerja terhadap turnover intention pada karyawan PT. Equator Yuneas Mebas Tabalong. *Jurnal Administrasi Publik dan Manajemen Bisnis*, 8, 378–390.
- Oktaviani, S., & Wiguna, M. (2025). Pengaruh beban kerja dan lingkungan kerja terhadap turnover intention pada karyawan Generasi Z PT. Mustika Citra Rasa (Holland Bakery) Unit Gajah Mada Jakarta Barat: The influence of workload and working environment on turnover intention in Generation Z. *Jiic: Jurnal Intelek Insan Cendikia*, 2(2), 1982–1997. <https://jicnusantara.com/index.php/jiic/article/view/2432>
- Pallant, J. (2020). *SPSS survival manual: A step-by-step guide to data analysis using IBM SPSS* (7th ed.). Routledge.
- Stefanya, Y., & Winarto, J. (2025). Pengaruh flexible working arrangement, beban kerja, dan kepuasan kerja terhadap turnover intention Generasi Z. *Jurnal Informatika Ekonomi Bisnis*, 7(3), 484–490. <https://doi.org/10.37034/infeb.v7i3.1201>
- Utami, N. P. M. P., Siwantara, I. W., & Laksana, I. P. Y. (2025). Analisis beban kerja serta pengaruhnya terhadap kepuasan kerja dan turnover intention pada Generasi Z di Kota Denpasar. *Ganec Swara*, 916–930. <http://jurnal.yalamqa.com/index.php/gara/article/view/349>
- Wibowo, F., Susilowati, E., & Setiawan, A. A. (2024). Fenomena turnover intention pada Generasi Z dalam Revolusi Industri 5.0. *Management and Digital Business*, 4(2), 313–325.