

The Influence of Workload, Work Stress and Work-Life Balance on Turnover Intention in Generation Z Employees in Yogyakarta Special Region

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Abstract

This study aims to analyze the influence of workload, work stress and work-life balance on turnover intention in generation z employees in the special area of Yogyakarta. The sample consists of 100 employees with primary data collected through Google Form questionnaires. Data analysis was carried out with a Likert scale and statistical tests using SPSS. The results showed a positive and significant effect of Workload and Job Stress on Turnover Intention, while Work-life Balance had no significant effect. The implication of this result can help the Company in reducing employee Turnover Intention.

Keywords: Workload, Work Stress, Work-Life Balance, Turnover Intention



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INTRODUCTION

Industry in Indonesia is experiencing rapid growth with more and more companies hiring Generation Z employees, those born between 1997 and 2012. Based on data from the Central Bureau of Statistics (BPS), by 2024, Generation Z will account for 42.62% of the total national workforce. However, a major challenge that companies face is the high turnover intention rate among Generation Z employees. Many of them consider leaving their jobs in less than a year due to factors such as heavy workload, work stress, and lack of work-life balance. This high turnover intention can disrupt organizational stability, lower employee morale, and damage the company's reputation (Budiarti & Prayetno 2024). Previous research shows that workload and work stress have a significant effect on turnover intention (Trisnadewi & Ardani, 2023). However, there are other studies that show different results, such as the findings of Wulandari et al. (2024) who stated that workload has no significant effect on turnover intention. In addition, work-life balance is considered an important factor that can reduce turnover intention (Sedana & Yasa, 2024). But there are other studies such as Dwidienawati et al. (2022) which showed a significant negative effect. This difference in findings reflects a research gap and the need for further exploration of the relationship between these three variables (Arifin, 2024). This study has a significant contribution as it focuses on Generation Z employees, who dominate the current labor market, and was conducted in Yogyakarta, a region with rapid industrial growth. This study is expected to provide new insights into the influence of workload, work stress, and work-life balance on turnover intention, and help companies design more effective employee retention strategies.

Research Objectives

The objectives of this study are to: Analyze the effect of workload on turnover intention among Generation Z employees in the Special Region of Yogyakarta. Analyze the effect of work stress on turnover intention among Generation Z employees in the Special Region of Yogyakarta. To analyze the effect of work-life balance on turnover intention among Generation Z employees in the Special Region of Yogyakarta.

RESEARCH METHODS

Type of Research

This research uses a quantitative approach. The quantitative method was chosen because it is able to measure the influence of variables objectively using valid and reliable instruments, as well as appropriate statistical analysis (Sugiyono, 2017). This study aims to analyze the effect of workload (X1), work stress (X2), and work-life balance (X3) on turnover intention (Y) in Generation Z employees.

Research Location

The research was conducted in the Special Region of Yogyakarta (DIY) Province. DIY was chosen because it has significant Generation Z population characteristics, with many productive age employees working in various sectors. The variety of jobs in this region provides a comprehensive representation of the turnover intention phenomenon.

Data Sources

This research uses two types of data: Primary Data: Data is obtained directly through the distribution of Google Form-based questionnaires to respondents, namely Generation Z employees in DIY who meet the research criteria. Secondary Data: Supporting data is obtained from sources such as journals, books, scientific articles, and previous research relevant to the research topic.

Population and Sample

The research population is Generation Z employees who live in DIY. Because the population size is not known with certainty, this population is categorized as an infinite population. The purposive sampling technique was used to determine the sample, with the following criteria: Respondents were born between 1997-2012. Respondents live in Yogyakarta. Respondents work in companies/organizations and have at least one year of work experience. The sample size was calculated using the infinite population formula from Lameshow (1997) with an error rate of 10%. Based on the calculation, a minimum of 96 respondents was obtained. To ensure optimal representation, the sample size was rounded up to 100 respondents.

Data Collection

Data was collected through a questionnaire designed based on the research variables, with a Likert scale of 1-5 to measure the respondents' level of agreement with each statement. This questionnaire was distributed online using Google Form. Research Variables and Operational Definitions The variables analyzed in this study are: Workload (X1): The number of tasks and responsibilities received by employees during a certain period (Ali et al., 2022). Work Stress (X2): Tension that affects the psychological condition of employees (Audina & Kusmayadi, 2018). Work-Life Balance (X3): The level of balance between work and personal life of employees (Greenhaus et al., 2003). Turnover Intention (Y): The tendency of employees to leave the company (Audina & Kusmayadi, 2018).

Analysis Method

Data analysis in this study was carried out using SPSS version 26 software with several sequential steps. First, a validity and reliability test was performed to ensure the accuracy and consistency of the research instruments. Next, a classical assumption test was conducted, which included tests for normality, multicollinearity, and heteroscedasticity to ensure the data met the requirements for regression analysis. Subsequently, descriptive statistical

analysis was used to describe the characteristics of respondents and research variables. Multiple linear regression analysis was then employed to examine the influence of workload, work stress, and work-life balance on turnover intention. The regression equation served as the basis for determining the relationship between the variables. Finally, hypothesis testing was conducted using the t-test to evaluate the partial effect of each independent variable on the dependent variable, while the coefficient of determination (R^2) was calculated to measure the overall contribution of the independent variables.

RESEARCH RESULTS AND DISCUSSION

The profile of respondents in this study describes the characteristics of participating individuals, including information such as gender, age, education level, and tenure. The majority of respondents are women, with a total of 68 people, around 68% of the total respondents. Meanwhile, the number of male respondents reached 32 people or around 32% of the total respondents. Most respondents are in the age range of 22 - 25 years, with a percentage of 61%, followed by 26 - 27 years old with 22 respondents (22%) and respondents aged 18 to 21 years totaling 17 people (17%). respondents' tenure varies, with most respondents (34%) having a tenure of 1 - 2 years, 48% having a tenure of 3 - 4 years, and 18% having a tenure of more than 5 years.

Instrument Test Results

Validity Test

The validity test is carried out by comparing the calculated r value with the r table value.

Table 1. Validity Test Results

Variabel	Item Code	r hitung	=	r table	Significance p < 0,05	Conclusion
Workload (X1)	X1.1	0,692	>	0,1966	0.00	Valid
	X1.2	0,634	>	0,1966	0.00	Valid
	X1.3	0,649	>	0,1966	0.00	Valid
	X1.4	0,596	>	0,1966	0.00	Valid
	X1.5	0,755	>	0,1966	0.00	Valid
Work Stress (X2)	X2.1	0,855	>	0,1966	0.00	Valid
	X2.2	0,823	>	0,1966	0.00	Valid
	X2.3	0,809	>	0,1966	0.00	Valid
	X2.4	0,790	>	0,1966	0.00	Valid
Work-life Balance (X3)	X3.1	0,875	>	0,1966	0.00	Valid
	X3.2	0,871	>	0,1966	0.00	Valid
	X3.3	0,902	>	0,1966	0.00	Valid
Turnover Intention (Y)	Y.1	0,891	>	0,1966	0.00	Valid
	Y.2	0,895	>	0,1966	0.00	Valid
	Y.3	0,890	>	0,1966	0.00	Valid

Reliability Test

The reliability test is used to assess the consistency or regularity of data from the measurement results, determining the feasibility of the instrument as a measuring tool.

Tabel 2. Reliability Test Results

Variabel	Cronbach's Alpha	Critical Value	Conclusion
Workload	0,680	0,60	Reliabel
Work Stress	0,834	0,60	Reliabel
Worklife Balance	0,858	0,60	Reliabel
Turnover Intention	0,870	0,60	Reliabel

Classical Assumption Test

The classic assumption tests used in this study are normality test, multicollinearity test, and heterokedastistas test.

Normality Test

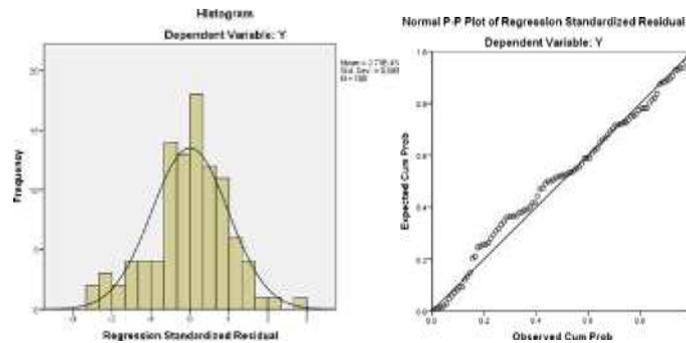


Figure 1. Histogram Graph and P-plot Graph

The results of the histogram normality test above, it can be seen that the histogram graph shows a bell-shaped normal distribution pattern. While on the P-Plot graph, the plot points appear to follow and approach the diagonal line. Thus, it can be concluded that the regression model in this study has met the assumption of normality.

Multikolinearitas

Tabel 3. Multicollinearity Test Results
 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.791	1.758		1.588	.116		
	NX1	.328	.095	.370	3.464	.001	.497	2.011
	NX2	.246	.095	.281	2.580	.011	.480	2.084
	NX3	-.170	.097	-.146	-1.757	.082	.827	1.210

a. Dependent Variable: NY

Based on the table above, it can be seen that the tolerance value on the workload variable (X₁) 0.497, work stress (X₂) 0.480, and work-life balance (X₃) 0.827 is greater than 0.10. Meanwhile, the VIF value for the workload variable (X₁) 2.011, work stress (X₂) 2.084, and Turnover Intention variable (X₃) 1.210 are smaller than 10.00. So it can be concluded that there are no symptoms of multi-collinearity and regression models.

Heteroskedastisitas

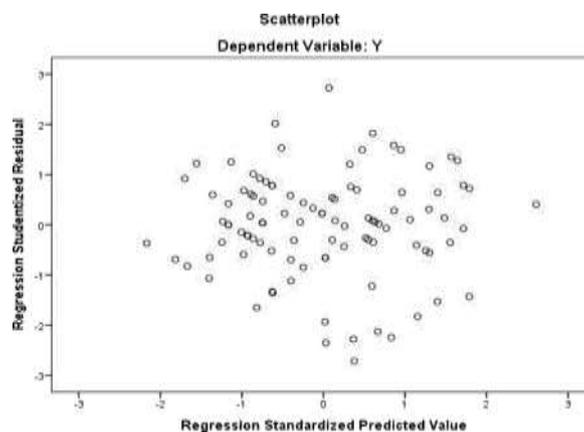


Figure 2. Scatterplot Graph

The results of the heteroscedasticity test using the scatterplot graph, show that the points on the graph are randomly and evenly distributed above and below the number 0 on the Y axis. Thus, it can be concluded that the regression model in this study shows homoscedasticity or does not experience heteroscedasticity.

Descriptive Statistical Analysis Results

Descriptive statistical analysis in this study was used to describe how respondents answered questions from the research variables of Workload, Work Stress, Work-Life Balance and Turnover Intention.

Tabel 4. Descriptive Statistical Analysis Test Results

No.	Variabel	Mean	Categori
1	Workload	2,86	Cukup Setuju
2	Work Stress	2,89	Cukup Setuju
3	Worklife Balance	3,59	Setuju
4	Turnover Intention	2,83	Cukup Setuju

Multiple Linear Regression

Tabel 5. Multiple Linear Regression Test Results

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.791	1.758		1.588	.116
	X1	.328	.095	.370	3.464	.001
	X2	.246	.095	.281	2.580	.011
	X3	-.170	.097	-.146	-1.757	.082

a. Dependent Variable: Y

The constant (α) of 2.791 with a positive sign indicates that if the workload variable (X_1), work stress (X_2), and work-life balance (X_3) are considered constant, then the value of turnover intention (Y) is 2.791. The workload regression coefficient (X_1) of 0.328 with a positive sign indicates that each increase of one unit of workload will increase turnover intention by 0.328. Similarly, the work stress regression coefficient (X_2) of 0.246 indicates that each increase of one unit of work stress will increase turnover intention by 0.246.

Coefficient of Determination (R^2)

Tabel 6. Results of the Coefficient of Determination (R^2)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.674 ^a	.455	.438	.79429
a. Predictors: (Constant), X3, X1, X2				
b. Dependent Variable: Y				

Based on the table above, it is known that the coefficient of determination or Adjusted R Square is 0.438, meaning that the workload variable (X_1), the work stress variable (X_2), and the Work-life Balance variable (X_3) affect the Turnover Intention variable (Y) by 43.8%. While the remaining 56.2% is influenced by other variables outside this study.

Discussion

The Effect of Workload on Generation Z Employee Turnover Intention

Based on the research results, the first hypothesis statement that Workload has a positive and significant effect on Turnover Intention on generation Z employees in

Yogyakarta is accepted. the higher the workload felt by employees, the greater their tendency to have Turnover Intention. In other words, heavy workload is a factor that encourages an increase in employees' desire to leave their current jobs. According to Nisa (2019) states that workload is a certain amount of work done by individuals with limited completion time where the work capacity is not commensurate with individual abilities. Based on the results of descriptive analysis, it is known that the highest mean value on the workload variable is 3.26 which states that "I feel bored with monotonous work and there is no variety." and overall the workload variable has a mean value of 2.86. This states that poorly managed workload can increase stress, burnout, and feelings of inadequacy, which in turn trigger Turnover Intention.

The Effect of Job Stress on Turnover Intention of Generation Z Employees

The statement in the second hypothesis that Job Stress has a positive and significant effect on Turnover Intention among Generation Z employees in Yogyakarta is accepted. the results of the analysis show that job stress has a positive and significant effect on Turnover Intention among Generation Z employees in Yogyakarta. In other words, the higher the level of job stress felt by employees, the more likely they are to have a desire to change jobs. According to Audina & Kusmayadi (2018) defines job stress as a condition of employees who experience pressure at work both from tasks, leaders and the work environment where the employee works. Based on the results of descriptive analysis, it shows that the highest mean value in the job stress variable is 3.06 which states that "I feel burdened with excessive workload." And overall the work stress variable has a mean value of 2.89. This states that respondents feel burdened by job responsibilities, time pressure, lack of feedback, and limited authority, which causes discomfort in the work environment.

The Effect of Work-life Balance on Turnover Intention of Generation Z Employees

The statement in the third hypothesis that work-life balance has a significant negative effect on turnover intention among Generation Z employees in Yogyakarta is rejected. Based on the results of the t test, it is found that work-life balance has no significant effect on the turnover intention of Generation Z employees in Yogyakarta. This suggests that work-life balance does not directly influence their decision to leave their job. Possibly, Generation Z's preference for a flexible work environment has become a basic expectation. Other factors, such as burnout, workload, or career opportunities, may be more dominant in influencing turnover intention. This finding is in line with the view put forward by Meyer (1990) that achieving a balance between job demands and personal needs will increase job satisfaction and organizational commitment, thereby reducing employees' intention to leave the company. In the descriptive analysis results, the average value on the work-life balance variable is 3.59. The highest statement "I am able to divide my time well between work and my personal or family activities" with a value of 3.78 which shows that the majority of respondents have a good level of agreement with the balance of work and personal life and time balance is the most dominant aspect in creating a positive worklife balance.

CONCLUSION

Based on the analysis of research data on the effect of workload, work stress, and work- life balance on turnover intention among Generation Z employees in Yogyakarta, it can be concluded that workload has a positive and significant effect on turnover intention, with a significance value of 0.001 which is smaller than 0.05. Similarly, work

stress also has a positive and significant effect on turnover intention, with a significance value of 0.011 which is also smaller than 0.05. Similarly, work stress also has a positive and significant effect on turnover intention, with a significance value of 0.011 which is also smaller than 0.05. However, work-life balance does not have a significant effect on turnover intention, because the significance value is 0.082 which is greater than 0.05.

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