

The Effect Of Job Stress And Workload On Turnover Intention Of Generation Z Human Resources In Pekanbaru City

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ABSTRACT

The development of industry in Indonesia is currently experiencing rapid progress, which has had a significant impact on the country's economic growth. With the rapid growth of industry, business competition has become increasingly intense, prompting every company to strive for optimal results—including those involving Generation Z employees. This study aims to examine the influence of job stress and workload on turnover intention among Generation Z employees in Pekanbaru City. According to Statistics Indonesia (BPS) in 2024, the Generation Z population in Pekanbaru City amounts to 139,598 people. This study applies a quantitative research method using IBM SPSS Statistics version 25 software. The data source used in this study is primary data. The sampling technique employed was non-probability sampling. The results of this study indicate that job stress has a positive and significant effect on turnover intention, and workload also has a positive and significant effect on turnover intention. Therefore, it is recommended that companies employing Generation Z pay close attention to the job stress and workload

INTRODUCTION

Generation Z are individuals born from 1997 to 2012. (Milagsita, 2024), known as a technology-savvy generation that relies heavily on digital services. They grew up in a digitally connected environment, where access to information, communication, and various daily needs is readily available through the internet and smart devices.

This convenience makes them more adaptable to technological changes and more likely to rely on digital platforms for various aspects of life, such as education, work, entertainment, and financial transactions. The tendency for Generation Z to often feel dissatisfied and unfulfilled makes turnover intention among them a matter of concern.

Robbins (2017) argues that stress is a dynamic condition in which every worker is faced with opportunities and demands on the one hand, while meeting personal and family needs on the other. Maintaining stress levels within certain limits can motivate someone to complete their work more efficiently.

Keeping stress levels within a certain range can motivate someone to complete their work more efficiently. However, if employees fail to manage stress effectively, it can create problems at work, ultimately leading to turnover intentions.

The pre-survey data above shows that 52.9% of 34 Generation Z employees in Pekanbaru City, 18 of whom stated that they often experience pressure and time pressure from their superiors while working at the company. This pressure can include demands to complete work in a short time, high targets, and expectations that sometimes do not match their work capacity. This condition can cause employees to feel mentally and emotionally burdened. Excessive pressure without adequate support from superiors can increase stress levels.

According to Koesomowidjojo (2017), workload is a worker's workload that has been determined in the form of performance standards according to their job within the company. Workload is a condition of work with a description of tasks that must be completed within a certain time limit.

A pre-survey conducted by researchers among 34 Generation Z employees in Pekanbaru revealed that 70.6% of them complained that their superiors gave them too much work, making them feel overwhelmed and struggling to complete tasks optimally. This high workload can include demands for timely completion, difficult targets, and a lack of adequate support and resources.

This research is highly urgent, given the challenges faced by Generation Z employees in Pekanbaru. Given the high levels of stress and workload they experience, it is crucial to understand how these factors affect their mental well-being and productivity. This research aims not only to identify the causes of turnover intention but also to provide insights that companies can use in designing effective human resource management strategies. By better managing stress and workload, companies can create a more supportive work environment, increase employee satisfaction, and, in turn, reduce turnover rates. Furthermore, the results of this study are expected to serve as a reference for policies that are more responsive to the needs of Generation Z, so they can contribute optimally to the organization.

Generation Z, as a group of productive young employees, faces various challenges in the workplace that can influence their decision to stay or leave the company. Some of the main issues identified are as follows:

1. Emotional Exhaustion

Generation Z often faces pressure to adapt to high workloads and strict targets. This pressure can lead to emotional exhaustion, which in turn reduces motivation and increases turnover intention.

2. JobBurnout / Boredom

Monotonous or unchallenging tasks can cause Generation Z employees to feel bored or disengaged quickly. This boredom has the potential to decrease work engagement and encourages them to seek more stimulating job opportunities.

3. JobDissatisfaction

If the tasks performed do not match Generation Z employees' abilities, interests, or expectations, it can lead to job dissatisfaction. This dissatisfaction is an important factor influencing their decision to leave the company.

4. Lack of Supervisor Support

Insufficient guidance, direction, or support from supervisors can exacerbate stress and exhaustion experienced by Generation Z employees. Without adequate support, the risk of turnover intention increases.

LITERATURE REVIEW

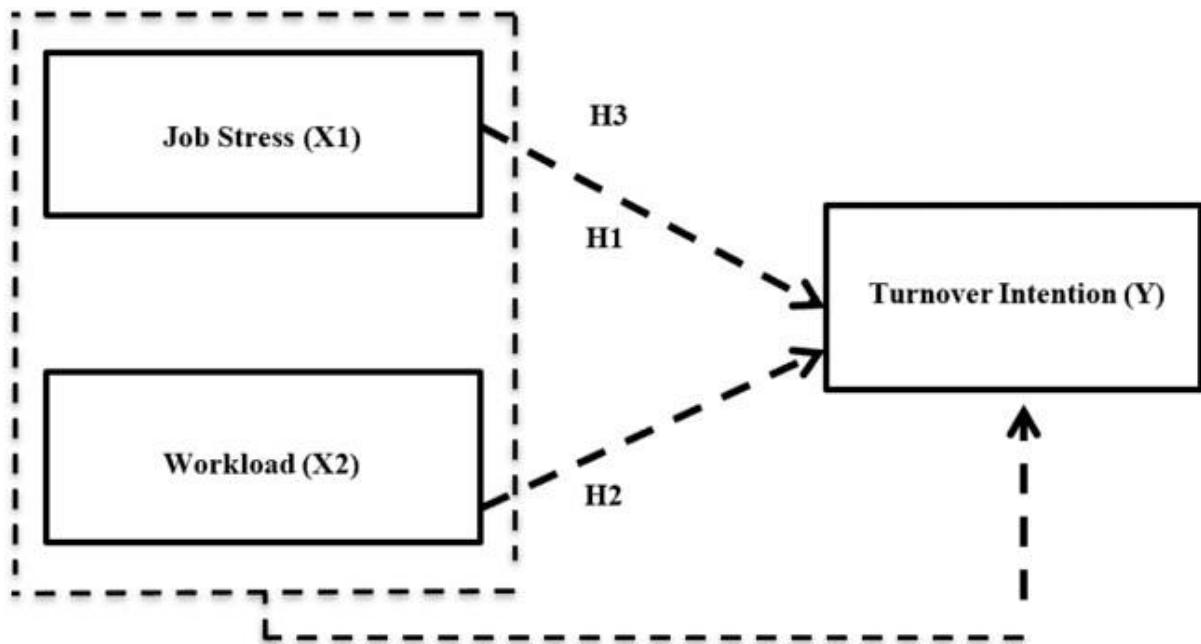
Turnover intention is the desire to move, not yet reached the realization stage, namely moving from one workplace to another. (Harnida, 2015). Meanwhile, according to (Mobley, 2011) turnover intention is the tendency or intention of employees to quit their jobs voluntarily or move from one workplace to another workplace according to their choice. Gen Z, as a generation of productive youth, requires guidance from transformational leadership to achieve balance at work and to prevent work-related stress. The results of this study indicate that turnover intention needs to be a major concern for company management by creating work-life balance that includes time balance, involvement, and satisfaction, as well as minimizing factors that trigger work stress (Gaan & Shin, 2023)

According to Handoko (2008), work stress is a condition of tension that affects a person's thought processes, emotions, and condition. As a result, excessive stress can threaten a person's ability to cope with the environment and ultimately disrupt the performance of their duties. Work stress is a feeling of pressure experienced by employees when facing work (Mangkunegara, 2013: 155). Work stress can be understood as a dynamic condition in which an individual is faced with various opportunities, demands, or resources related to the environment, the organization, as well as their internal condition. In other words, work stress is a response experienced by an individual as a result of their subjective perception of the work environment, which may exert pressure physiologically, psychologically, or in ways that affect the individual's attitude. A work environment that is perceived as threatening can exacerbate this stress condition (Hayati, Maslihah, & Musthofa, 2020). The results of a study conducted by Siddiqui and Jamil (2015) show that work stress is one of the main factors influencing employees' turnover intention.

According to Koesomowidjojo (2017) Workload is a worker who has been determined in the form of performance standards according to his work in the company. Workload is a condition of the job with a description of the tasks that must be completed within a certain time limit. Workload can be further distinguished into excessive workload / too little 'quantitative', which arises as a result of too many / too few tasks given to the workforce to be completed within a certain time, and excessive workload / too little 'qualitative', namely if people feel unable to do a task, or the task does not use the skills and or potential of the workforce. Workload is one of the aspects that must be taken into consideration by every organization or company, as it influences employees in improving productivity and experiencing comfort while working (Tarigan, 2021). It encompasses the tasks, responsibilities, and demands that an individual must fulfill within their work environment. The results of the study by Riani & Putra (2017) show that workload affects turnover intention. It can be stated

that a workload has an influence on the work carried out by employees. When more tasks are given, employees become more burdened and eventually will leave the company.

Figure 1. Conceptual Model



METHODOLOGY

Population & Sample

This research method is a strategy used to address the problem related to the influence of work stress and workload on turnover intention among Generation Z employees in Pekanbaru City. The research design used was quantitative with a survey approach, which was conducted from February 2024 until the study was completed. The study population consisted of 139,598 Generation Z employees working in Pekanbaru, and a sample of 107 respondents was taken using G*Power software to determine the appropriate sample size.

Data collection

A questionnaire is a series of questions compiled based on research variable indicators. Data collection using questionnaires is considered highly efficient, as respondents only need to select answers provided by the researcher (Sahir, 2021). The types of data quantitative data, obtained through questionnaires distributed to respondents. Data collection techniques included a questionnaire with a Likert scale to measure respondents attitudes and perceptions.

Measurement

The data measurement in this study used SPSS 26 software. The empirical model used was multiple linear regression analysis to test the hypothesis, with validity and reliability testing using the Cronbach's Alpha test. To maintain respondent privacy, all collected data was kept confidential and used only for research purposes. With this approach, it is hoped that this study can provide a comprehensive picture of the factors influencing turnover intention among Generation Z employees.

RESULTS AND DISCUSSION

Result

The Validity and Reliability Test Results in Table 1 can show the Validity of the Research Instrument.

Variables	Statement Items	r Count	r Table	Information
Job Stress(X1)	X1.1	0.861	0.1874	Valid
	X1.2	0.829	0.1874	Valid
	X1.3	0.837	0.1874	Valid
	X1.4	0.832	0.1874	Valid
	X1.5	0.83	0.1874	Valid
	X1.6	0.872	0.1874	Valid
Workload (X2)	X2.1	0.791	0.1874	Valid
	X2.2	0.781	0.1874	Valid
	X2.3	0.784	0.1874	Valid
	X2.4	0.801	0.1874	Valid
	X2.5	0.854	0.1874	Valid
	X2.6	0.787	0.1874	Valid

Variables	Statement Items	r Count	r Table	Information
Intention (Y)	Y1.1	0.91	0.1874	Valid
	Y1.2	0.861	0.1874	Valid
	Y1.3	0.875	0.1874	Valid
	Y1.4	0.873	0.1874	Valid
	Y1.5	0.808	0.1874	Valid
	Y1.6	0.652	0.1874	Valid
	Y1.7	0.875	0.1874	Valid
	Y1.8	0.91	0.1874	Valid

Source : Processed data Social Sciences Statistical Package 26, 2025

The table above shows that the validity test results for all statement items on work stress, workload, and turnover intention indicate validity, because the Total Pearson Correlation value is greater than the predetermined r table ($r_{count} > r_{table}$), namely 0.1874. So it can be concluded that the statements in the questionnaire on work stress, workload, and turnover intention are declared valid.

Multiple Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,570	3,295		1,994	,049
	JOB STRESS X ₁	,415	,102	,312	4,085	,000
	WORKLOAD X ₂	,640	,097	,504	6,613	,000

a. Dependent Variable: TURNOVER_Y

Source: Data processing using SPSS and research results, 2025

Based on the results of the multiple linear regression test above, the multiple linear regression equation of this study is as follows:

1. The α value is 6.570, which means that if work stress and workload are equal to zero, then employee performance is valued at 6.570.
2. The regression coefficient value for job stress stress is 0.415, which means that if work stress increases by one unit, turnover intention will increase by 0.415. Conversely, if work stress decreases by one unit, turnover intention will decrease by 0.415, assuming that other variables remain constant.
3. The regression coefficient value for workload is 0.640, which means that if workload increases by one unit, turnover intention will increase by 0.640. Conversely, if workload decreases by one unit, employee performance will decrease by 0.640, assuming that other variables remain constant.

Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		110
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.94803879
Most Extreme Differences	Absolute	.069
	Positive	.069
	Negative	-.069
Test Statistic		.069
Asymp. Sig. (2-tailed)		.200 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Based on the table above, it shows that the Asymp value from the Kolmogorov-Smirnov normality test, Sig. (2-tailed), is 0.200. This indicates that the significance result exceeds the confidence level $\alpha = 0.05$ ($0.200 > 0.05$). Therefore, it can be concluded that the residual data in the regression model of this study are normally distributed.

Multicollinearity Test Results

Coefficients ^a		Collinearity Statistics	
Model		Tolerance	VIF
1	(Constant)		
	Job Stress (X1)	.989	1.011
	Workload (X2)	.989	1.011

a. Dependent Variable: *Turnover Intention*

Based on the table above, it can be explained that:

1. The tolerance value for work stress is $0.989 > 0.10$, and the VIF for work stress is $1.011 < 10$. Therefore, it can be concluded that work stress does not show signs of multicollinearity.
2. The tolerance value for workload is $0.989 > 0.10$, and the VIF for workload is $1.011 < 10$. Therefore, it can be concluded that workload does not show signs of multicollinearity.

Heteroscedasticity Test

Coefficients ^a		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	3.158	2.030		1.555	.123
	X1	.047	.063	.072	.750	.455
	X2	-.051	.060	-.082	-.852	.396

a. Dependent Variable: ABS_RES

Source: SPSS data processing and research results, 2025

Based on the results of the heteroscedasticity test, all independent variables were found to have no heteroscedasticity, as the significance values of all variables were greater than 0.05.

Significance Test Results (t)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,570	3,295		1,994	.049
	Work Stress	.415	.102	.312	4,085	.000
	Workload	.640	.097	.504	6,613	.000

Source : Processed data Social Sciences Statistical Package 26, 2025

The explanation of the hypothesis test results is as follows: 1) Job stress has an effect on turnover intention, as seen from the significance value below 0.05, so it can be said that job stress can increase turnover intention. 2) Job stress has an effect on turnover intention, as seen from the significance value below 0.05, so it can be said that workload can increase turnover intention.

Simultaneous Significance Test Results (F)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1060,507	2	530,253	33,395	,000b
	Residual	1698,984	107	15,878		
	Total	2759,491	109			
a. Dependent Variable: TURNOVER_Y						
b. Predictors: (Constant), WORKLOAD_X2, WORK_STRESS_X1						

Source : Processed data Social Sciences Statistical Package 26, 2025

Based on the data in the F column above, the calculated F value is 33.395 and the F table is 3.08, so the calculated F is greater than the F table with a significance value of 0.000, meaning $0.000 < 0.05$, so H_0 is rejected and H_a is accepted. Therefore, it can be concluded that simultaneously there is an influence of work stress and workload on turnover intention among Generation Z employees in Pekanbaru City.

Discussion

Several studies have shown that job stress is a significant factor that can influence turnover intention. Junaidi et al. (2020) found a positive and significant influence between job stress and workload on turnover intention. Roni Wiyantoro et al. (2022) emphasized that employee performance is directly related to the quality and quantity of task execution. Stress at a certain level can improve performance, but inappropriate conflict management can have the opposite effect. Therefore, companies are advised to maintain low employee stress levels and implement effective conflict management. This will create a comfortable and safe work environment and reduce employee turnover rates. Research by Rahma and Mahfudiyanto (2024) shows that increased job stress is correlated with increased employee intention to leave the company. This finding aligns with studies by Ihwanti and Gunawan (2023) and Adiyanti and Kusumah (2023), which also confirmed the influence of job stress on turnover intention.

Previous research by Agusdin & Nurmayati (2020) found that workload had a positive and significant effect on turnover intention. However, in this study, workload had a significant negative effect on turnover intention. This means that the greater the workload perceived by employees at CV. Timor Makmur Pangan Kupang, the lower the turnover intention rate. This is because workload is not the reason employees leave the company.

This occurs because finding work is currently very difficult, so employees choose to remain employed even when the workload is perceived to be quite high. Despite this high workload, companies still reward each employee for achieving their goals with compensation bonuses, thus reducing employee intentions to leave. These results demonstrate that work stress has a substantial positive effect on turnover intention.

Syahrani and Rahmayanti (2024) explain that if human resources receive a workload that is not aligned with their capacity, it can lead to turnover intention.

Therefore, companies need to regulate the workload allocation according to human resource capabilities. The findings of this study align with experiments conducted by Wanboko and Taroreh (2023) and Mayora and Sihombing (2023) that found that excessive workloads given to human resources can lead to turnover intention.

In previous research conducted, the results of the hypothesis showed that simultaneously the variables of workload and work stress have a significant effect on turnover intention at PT. Wilis Kediri. Thus, it can be seen that if the workload given exceeds the employee's capabilities, it will cause work stress and if not immediately addressed, it will lead to a desire to leave the company or turnover intention. Furthermore, if the workload given is too high, it will cause fatigue which can have an impact on work stress. If that happens, employees will start looking for other job alternatives that are perceived as better than their current job. This is in accordance with researchers (Jufri & Mellanie, 2019) in their research that workload and work stress affect turnover intention. And reinforced by (Muslim, 2021) who stated that workload and work stress affect turnover intention at PT Sunggong Logistics Jakarta.

CONCLUSION

This study shows that job stress and workload have a positive and significant influence on turnover intention among Generation Z employees in Pekanbaru. These findings address the research problem by confirming that high work pressure and excessive workload can drive employees' intention to leave the organization. However, this study has limitations, such as a limited sample size and a methodology that only used online surveys, which may affect the generalizability of the results. Managerial implications of this study suggest that companies should pay attention to employee well-being by providing better support and managing workload effectively to increase employee satisfaction and loyalty. Recommendations for future research include exploring other factors that may influence turnover intention and involving more diverse research methods to gain more comprehensive insights.

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