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The Effect of Workload and Work Stress on Turnover Intention Among Generation Z Employees in Bima City

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Abstract

This study investigates the effects of workload and work stress on turnover intention among Generation Z employees in Bima City. Employing a quantitative associative design, data were collected through questionnaires from 97 respondents selected via purposive sampling. Multiple linear regression analysis reveals distinct findings: partially, workload does not significantly affect turnover intention, indicating that Generation Z employees are relatively resilient to work volume. Conversely, work stress demonstrates a significant positive effect; higher stress levels correspond to stronger intentions to leave. Simultaneously, both variables significantly influence turnover intention, explaining 27.8% of its variance. In conclusion, Generation Z employees' turnover intention is driven more by psychological pressure than merely task quantity. Therefore, organizations should prioritize stress management, mental well-being, and work-life balance rather than solely reducing workload to retain young talent effectively within companies. These insights provide valuable implications for human resource practices aiming to improve retention among young workers in Indonesia.

Keywords: workload, work stress, turnover intention, generation z, human resource management.

INTRODUCTION

Human capital constitutes one of the most critical elements in contemporary business environments. The strategic planning and execution of organizational programs are primarily driven by the human resources department. High-caliber human capital significantly enhances productivity and elevates the quality of organizational outputs. Consequently, effective human resource management (HRM) is imperative for acquiring and retaining top-tier talent, thereby fostering a more conducive and supportive work environment. According to Flippo, HRM encompasses the core functions of planning, organizing, directing, and controlling, alongside compensation development, integration, and the maintenance of human resources, all aimed at achieving organizational

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objectives. A fundamental responsibility of HRM is to sustain and elevate the quality of the workforce. Failure to do so can yield detrimental consequences for the enterprise, notably the escalation of employee turnover intention.

Elevated turnover intention across diverse industries has emerged as an increasingly pressing issue warranting scholarly investigation. As a critical indicator of organizational health, turnover intention reflects an employee's conscious desire to voluntarily leave their current employment. High turnover rates are of significant concern due to their potential to disrupt overall corporate performance and productivity. In today's rapidly evolving business landscape, numerous organizations face considerable challenges in retaining competent personnel. Therefore, rigorous empirical research is essential to identify and comprehend the underlying factors driving this phenomenon.

Understanding the dynamics of turnover growth is integral to grasping the antecedents of turnover intention. As work environments continuously evolve and present myriad new opportunities, employees frequently reassess their organizational commitment (Saragih & Hendy, 2022). This paradigm shift is particularly pronounced in economic sectors that profoundly impact the modern workforce, characterized by escalating occupational expectations and enhanced labor mobility. Contemporary employees increasingly seek employment that transcends competitive remuneration, prioritizing optimal work-life balance, supportive organizational climates, and avenues for professional advancement (Rahman & Wasiman, 2023).

A substantial body of literature has emphasized the critical role of workload and job stress as pivotal psychosocial determinants of withdrawal cognition. Adverse outcomes—such as chronic fatigue, diminished job satisfaction, and heightened turnover intention—are frequently precipitated by excessive workloads and occupational stress. Empirical studies indicate that employees experiencing psychological strain and role overload are significantly more inclined to contemplate resignation. Consequently, elucidating the intricate relationship between these two constructs and turnover intention is of paramount importance.

Workload and occupational stress exert a direct influence on employee commitment and productivity, serving as primary catalysts for turnover. Excessive stress frequently engenders frustration and exhaustion, which manifest as preliminary indicators of turnover intention. Furthermore, chronic stress can lead to work disengagement, thereby eroding the employee's affective attachment to the organization (R. S. Dewi & Nurhayati, 2021). When employees lack organizational connectedness and commitment, they are more likely to seek alternative employment, thereby jeopardizing the firm's retention efforts. Elevated turnover rates severely compromise organizational efficiency, driven by a confluence of interrelated factors. During transitional phases, organizations frequently incur supplementary costs associated with recruitment, onboarding, and the

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inevitable dip in productivity during the acclimation period (Aburumman et al., 2020). Moreover, high turnover poses a significant risk of operational instability, disruption of workflow continuity, and the degradation of established procedural norms (Widnyana & Suwandana, 2024).

Extant literature consistently demonstrates that job stress and workload exert a significant influence on turnover intention. An excessive workload amplifies occupational pressure and precipitates stress, ultimately compelling employees to contemplate organizational exit. Additionally, protracted job stress diminishes job satisfaction and organizational commitment, thereby exacerbating turnover propensity. These findings underscore that turnover is not merely a managerial or structural issue, but is inextricably linked to the psychological well-being of the workforce.

Motivated by preliminary observations at the research site, this study proposes to investigate these dynamics under the title: "The Effect of Workload and Job Stress on Turnover Intention Among Generation Z Employees in Bima City."

LITERATURE REVIEW

Workload (X1)

According to several researchers, workload also encompasses the manner in which individuals interact with their work environment, including organizational and technological issues that affect productivity (Galleryzki et al., 2022). The dimensions of workload are divided into two categories. The first is the quantitative dimension, which refers to the volume of work, or the amount of work that must be completed within a specified period. The second dimension is the qualitative dimension, which refers to the complexity and expertise required to accomplish tasks. This dimension encompasses the cognitive challenges individuals face when attempting to meet organizational requirements (Zebua et al., 2023). There is also a psychological aspect of workload. This psychological aspect evaluates the effects of work pressure on mental and emotional health. For instance, challenging work without adequate support can lead to heightened stress, which may adversely affect employees' mental and physical well-being. Research indicates that imbalanced workload can result in fatigue, confusion, and diminished productivity (Nafs, 2020).

Two principal theories regarding workload are the Workload Theory and the Job Demands Theory. The former focuses on the relationship between workload and the performance outcomes received by individuals and organizations. The latter emphasizes the importance of effectively managing the amount of workload to achieve optimal performance without compromising individual well-being (Putro, 2020). Conversely, the Job Demands Theory underscores the relationship between job requirements and the resources needed to fulfill those requirements. Stress may arise from high demands

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without adequate support or resources, which can affect performance and generate turnover intention (Pratomo & Tiarapuspa, 2023). Studies indicate that individuals with high workloads tend to experience mental fatigue and work-related strain (Putri et al., 2021).

Theoretically, excessive workload (overload) increases psychological pressure and diminishes job satisfaction. Employees who consistently feel exhausted and pressured tend to develop an intention to leave. Aditiya and Permanawati (2025), in their literature review, affirm that workload is a significant positive predictor of turnover intention, both directly and through the mediation of work stress.

Consequences of Workload

1. Impact on Turnover Intention:

   Increased turnover intention is one of the most serious consequences of poorly managed workload. When employees perceive that their workload is unmanageable or disproportionate to their compensation, they tend to seek alternative employment.

2. Physical Impact:

   The effect on physical health is one of the primary consequences of high workload. Studies indicate that fatigue, back pain, and other musculoskeletal disorders can be caused by excessive workload (Diwyarthi & Prawira, 2024). Long-term health issues, which may affect productivity, are more likely to occur among employees working under constant physical pressure (Claudia & Amin, 2024).

3. Mental and Emotional Impact:

   Workload can induce mental pressure and workplace stress, leading to anxiety, depression, and emotional regulation difficulties (Mahestri et al., 2023). Employees experiencing mental pressure may also suffer from burnout, defined as excessive emotional and physical exhaustion that is detrimental to organizations (Thapa, 2024).

4. Impact on Work Performance:

   The effect of high workload on individual performance is a primary concern for organizations. When workload exceeds employees' capacity, work quality tends to decline. Due to the multitude of tasks that must be accomplished, employees frequently experience pressure (Damayanti et al., 2022).

5. Impact on Job Satisfaction:

   A study by Herdiana and Sary (2023) found that employees with high workloads tend to have lower levels of job satisfaction compared to those with balanced workloads. This dissatisfaction may lead them to desire a transfer to other organizations where they feel more valued and less burdened by their current workload.

6. Impact on Organizational Productivity:

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High levels of turnover intention and workplace stress are frequently associated with poor corporate performance, including decreased profitability and reputation (Claudia & Amin, 2024).

7. Impact on Interpersonal Relationships:

Excessive workload has the potential to create tension among employees. This condition may trigger conflicts, as individuals who feel overwhelmed tend to exhibit negative behaviors toward their colleagues. Consequently, an unconducive work atmosphere is created, which risks escalating interpersonal conflicts, exacerbating stress, and diminishing overall team performance (Novianti & Roz, 2023).

Based on the aforementioned discussions regarding workload from various scholars, it can be concluded that workload is an individual's perception of the quantity, duration, and complexity of tasks that must be completed within a specified timeframe. High workload occurs when job demands exceed an individual's cognitive, physical, and temporal capacity.

According to Suandita et al. (2025), the indicators used to measure workload are:

1. Objectives to be achieved
2. Working conditions
3. Utilization of time
4. Work standards

Work Stress (X2)

Work stress can be defined as an individual's response to pressures arising within the work environment, which may manifest in physical, emotional, and mental forms. This stress typically occurs as a result of an imbalance between the demands of the job that must be fulfilled and the resources or capabilities possessed by the individual (Jannah et al., 2023). The Transactional Model of Stress and the Job Demands-Resources (JD-R) Model are two pivotal theoretical frameworks for understanding occupational stress. The former focuses on the interaction between individuals and how they appraise and cope with stressors in their workplace. In this regard, individuals engage in cognitive processing of information to respond to stress in either adaptive or maladaptive ways (Safa'Atturrizky & Ekhsan, 2024). The JD-R Model emphasizes the importance of understanding how to balance high job demands with the available resources for employees in order to mitigate the levels of stress they may experience in the workplace (Putri & Sary, 2020).

a. Contributing Factors of Work Stress

1. Psychosocial factors
2. The Job Demand-Control Model

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3. Effort-Reward Imbalance
4. Excessive workload
5. Lack of social and environmental support
6. Organizational factors
7. Personal behavioral factors
8. Poor working conditions

b. Dimensions of Work Stress

There are three principal dimensions of work stress: physiological, psychological, and behavioral. The physiological dimension encompasses the body's reactions to pressure, such as headaches, fatigue, and other health-related issues. The psychological dimension pertains to mental effects, including anxiety, depression, and feelings of helplessness. Meanwhile, the behavioral dimension involves the manner in which an individual interacts with colleagues, such as diminished motivation or heightened interpersonal conflict (Wicaksono & Liana, 2024).

c. Consequences of Work Stress

1. Impact on physical and mental health
2. Decline in productivity
3. Loss of job satisfaction
4. Increased turnover intention
5. Interpersonal conflict
6. Diminished life satisfaction
7. Long-term effects on career

Based on the aforementioned discussions and explanations regarding work stress from various scholars, it can be concluded that work stress constitutes a condition of physical and psychological tension experienced by individuals as a consequence of the imbalance between job demands and their personal capabilities, resources, or expectations. Work stress that is not effectively managed may have detrimental effects on performance, mental health, and employee well-being.

The indicators of work stress, as proposed by Mangkunegara (cited in Suandita et al., 2025), are as follows:

1. Pressure
2. Conflict
3. Quality of work environment supervision

Turnover Intention (Y)

Turnover intention refers to an employee's propensity or inclination to leave their employment in the near future. Factors such as work stress and workload imbalance have

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frequently been identified as primary triggers of such intention (Jusuf et al., 2022). According to Wahyuni et al. (2023), turnover intention is the tendency or intention of employees to resign from their positions. Sakti et al. (2024) describe turnover intention as a form of desire directed toward cognitive deliberation regarding future relational outcomes. Subakti et al. (2024) further posit that turnover intention is a state in which an employee has developed a voluntary and self-initiated desire to resign from employment, albeit without yet proceeding to actual realization.

Relevant turnover theories include the Theory of Organizational Equilibrium by March and Simon, which posits that employees' levels of satisfaction and the availability of alternative options outside the organization determine their decisions to leave their positions. The process of developing a desire to leave is grounded in Mobley's model. Furthermore, according to the Theory of Turnover Intentions by Tett and Meyer, stress and job satisfaction influence employee commitment (Hidayat & Puspa, 2023).

a. Factors Influencing Turnover Intention

1. Workload
2. Work stress
3. Job satisfaction
4. Organizational commitment
5. Compensation and rewards
6. Work environment

b. Consequences of Turnover Intention

1. The following are several significant consequences of turnover intention:
2. Decline in organizational performance
3. Impact on employee morale
4. Deterioration of service or product quality
5. Increased stress and burnout among remaining employees
6. Impact on corporate reputation

Based on the aforementioned discussions and explanations regarding turnover intention from various scholars, it can be concluded that turnover intention is the desire or inclination of employees to leave their employment, accompanied by thoughts or plans to seek alternative employment elsewhere, triggered by various factors such as workplace dissatisfaction, excessive workload, and work stress stemming from an unfavorable work environment.

According to Michaels and Spector (2015: 870), the indicators for measuring turnover intention include:

1. External job search cognition
2. Intention to seek alternative employment
3. Intention to quit

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The Effect of Workload on Turnover Intention

A relevant study was conducted by Yuliana and Rahman, who found that a high workload in companies undergoing mergers directly contributes to employees' desire to leave the organization (Yuliana & Rahman, 2024). Their research further indicates that employees who experience an excessive volume of tasks tend to feel dissatisfied and may ultimately decide to resign. This finding is consistent with the results of numerous prior studies demonstrating that employees who are compelled to undertake more work than they are capable of handling exhibit a lower inclination to retain their positions. These findings are further supported by the research of Annisa et al. (2023), which reveals that a high workload experienced by employees can elevate the level of turnover intention behavior. An excessive workload may induce significant psychological distress among employees, the consequences of which are reflected in heightened turnover intention.

The Effect of Work Stress on Turnover Intention

Work stress has been identified as a significant factor influencing turnover intention within organizations. Numerous studies have demonstrated that work stress not only affects individual performance but also contributes to employees' decisions to leave their positions. Handayani (2022) asserts that work stress is a key determinant of turnover intention. Employees who experience high levels of stress often feel overwhelmed by challenges and ultimately choose to leave the organization. Putri and Rasjid (2022) affirm through their research that work stress exerts a significant positive effect on turnover intention. Their findings indicate that the greater the pressure or stress experienced by employees, the stronger their desire to leave the organization. This is further substantiated by the study conducted by Saputra et al. (2025), which found that work stress has a significant positive impact on turnover intention.

The Combined Effect of Workload and Work Stress on Turnover Intention

According to recent data analyses, findings from various industries have reinforced the relationship among workload, work stress, and turnover intention. Notably, the study by Patimah and Yunita (2024) found that high work stress associated with heavy workloads drives employees' desire to leave the organization. Muchtadin and Sundary demonstrated that work stress functions as a mediating variable between certain factors and turnover intention, underscoring the importance of an in-depth understanding of these dynamics for effective human resource management (Muchtadin & Sundary, 2024b). The research by S. and Bangun (2025) provides additional insights, revealing that workload, when combined with work stress, significantly amplifies employees' intention to leave their positions. These findings suggest that organizations need to

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develop comprehensive retention strategies by balancing workloads and providing adequate support to employees in order to mitigate the risk of turnover intention.

RESEARCH HYPOTHESES

Based on the theoretical foundation and prior research, the relationships among variables in this study can be depicted as follows:

Independent Variables (X):

X1 = Workload

X2 = Work stress

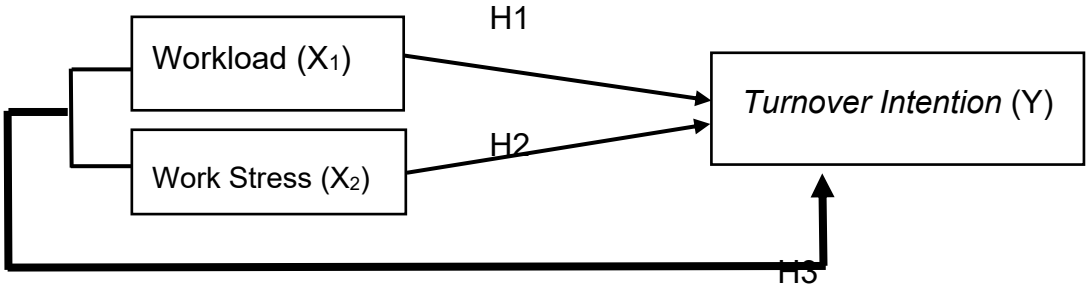
Dependent Variable (Y):

Y = Turnover intention

Causal Relationships:

a. Workload (X1) is hypothesized to have a significant effect on turnover intention (Y). This implies that the higher the workload perceived by Generation Z employees, the greater their intention to leave their employment.
b. Work stress (X2) is hypothesized to have a significant effect on turnover intention (Y). This implies that the higher the level of work stress, the greater the intention to leave.
c. Simultaneously, workload and work stress together are hypothesized to have a significant effect on turnover intention.

Conceptual Framework Schema:



Note :

→ : Partial effect

➡ : Simultaneous effect

This conceptual framework demonstrates that workload (X1) and work stress (X2), both partially and simultaneously, serve as causal factors (predictors) of turnover intention (Y) among Generation Z employees in Bima City.

Based on the conceptual framework above, the hypotheses in this study are formulated as follows:

H1: Workload has a significant effect on the turnover intention of Generation Z employees in Bima City.

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H2: Work stress has a significant effect on the turnover intention of Generation Z employees in Bima City.
H3: Workload and work stress simultaneously have a significant effect on the turnover intention of Generation Z employees in Bima City.

RESEARCH METHODOLOGY

A. Research Design

This study employs a quantitative approach with a causal-associative research design. The quantitative approach was selected because the research aims to test hypotheses regarding the effect of independent variables (workload and work stress) on the dependent variable (turnover intention) through numerical measurement and statistical analysis. The causal-associative design is utilized to determine cause-and-effect relationships among variables, wherein workload (X1) and work stress (X2) serve as exogenous variables (causes) and turnover intention (Y) serves as the endogenous variable (effect). This study is cross-sectional in nature, meaning that data collection was conducted at a single point in time from a sample representing the population. This design is appropriate for measuring employees' perceptions of workload, work stress, and turnover intention within the same period.

B. Research Instruments

Research instruments are tools used to measure research variables in order to obtain accurate, valid, and reliable data. In this study, the instrument employed is a questionnaire (survey) developed based on the indicators of each variable, namely workload, work stress, and turnover intention. The instrument was designed using a Likert scale, as it is capable of quantitatively measuring respondents' attitudes, perceptions, and opinions.

The development of the instrument was carried out through several stages:

1. Determination of research variables:

Variabel independen	*Variabel dependen*
▪ Beban Kerja (X1)	▪ *Turnover Intention* (Y)
▪ Stres Kerja (X2)	

2. Determination of variable indicators:
   Indicators were derived from expert theories as explained in Chapter II.
3. Development of statement items:
   Each indicator was elaborated into several statements to be answered by respondents.
4. Determination of measurement scale:
   A 5-point Likert scale was used with the following scoring:

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Response	Score
Strongly Agree (SS)	5
Agree (S)	4
Neutral (N)	3
Disagree (TS)	2
Strongly Disagree (STS)	1

C. Population and Sample

The population in this study comprises all Generation Z employees (born between 1997 and 2012) working in various companies/institutions (private, regional-owned enterprises, or government) in Bima City. Since exact data on the number of Generation Z employees in Bima City is not publicly available, the researcher employed the infinite population approach or estimation data from the Bima City Manpower Office (if available). Alternatively, the researcher may establish clear inclusion criteria (e.g., permanent employees/minimum one year of service) and draw samples from selected companies.

According to Sugiyono (2019), a population is a generalization area consisting of objects/subjects with specific quantities and characteristics established by the researcher for study purposes. The sampling technique employed is purposive sampling, which is a technique for determining samples based on specific criteria relevant to the research objectives (Sugiyono, 2019). The sample criteria in this study are:

1. Employees aged between 15–28 years (corresponding to the Generation Z range in 2026).
2) Have been employed for a minimum of 6 months to 1 year at their current workplace.
3) Willing to participate as respondents.

The sample size was determined using the Lemeshow formula for unknown populations:

$$n = \frac{Z^2 \times P(1-P)}{d^2}$$

Where:

n = minimum sample size
Z = standard normal distribution value (1.96 for 95% confidence level)
P = population proportion (0.5)
d = margin of error (0.1 or 10%)

Calculation:

$$n = \frac{1,96^2 \times 0,5(1-0,5)}{0,1^2} = \frac{3,8416 \times 0,25}{0,01} = \frac{0,9604}{0,01} = 96,04$$

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Based on the calculation, the minimum sample size is 97 respondents. To anticipate incomplete questionnaires, the researcher distributed 100 questionnaires.

D. Research Location

The research was conducted in Bima City, West Nusa Tenggara Province. This location was selected based on employment phenomena occurring in the area, particularly regarding the potential occurrence of turnover intention among young Generation Z employees in Bima City at the time the research was conducted.

E. Data Collection Techniques

1. Validity and Reliability Testing
   a. *Validity Test*

   The validity test is used to measure the extent to which an instrument is capable of measuring what it intends to measure (Ghozali, 2018). Testing was conducted using Pearson Product Moment correlation between item scores and total scores. Criteria:

   1. If r-calculated > r-table (with df = n-2, α = 0.05), the item is declared valid.
   2. If r-calculated ≤ r-table, the item is invalid and should be removed or revised.

   b. *Reliability Test*

   The reliability test indicates the consistency of the instrument when used repeatedly. Cronbach's Alpha (α) was used with the following criteria (Ghozali, 2018):

   α > 0.70 → highly reliable
   α 0.60 – 0.70 → moderately reliable
   α < 0.60 → insufficiently reliable

   Calculations were performed using SPSS software. Data analysis techniques employed Descriptive Statistics and Inferential Statistics with the assistance of SPSS.
2. Descriptive Statistics

   Descriptive statistics were used to provide a general overview of respondent data (frequency, mean, standard deviation, minimum, and maximum values) for each variable. Results are presented in tabular form and narrative.
3. Classical Assumption Tests

   Before conducting hypothesis testing with multiple linear regression, it must be ensured that the data meet classical assumptions (Ghozali, 2018):

   1. Normality Test: To determine whether residual data are normally distributed. The Kolmogorov-Smirnov or Shapiro-Wilk test was used. Criterion: significance value > 0.05 → data are normally distributed.

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2. Multicollinearity Test: To detect the presence of correlation among independent variables. Variance Inflation Factor (VIF) and Tolerance were used. Criteria: VIF < 10 and Tolerance > 0.10 → no multicollinearity exists.
3. Heteroscedasticity Test: To determine whether residual variance is constant. The Glejser Test was used. Criterion: significance > 0.05 → no heteroscedasticity exists.

4. Multiple Linear Regression Analysis

The analytical model employed is multiple linear regression to test the effect of X1 and X2 on Y. The regression equation is:

$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$

Where:

Y	=	Turnover intention
α	=	Constant
β_1, β_2	=	Regression coefficients
X_1	=	Workload
X_2	=	Work stress
e	=	Error term

5. Hypothesis Testing

a. t-Test (Partial)

Used to test the significance of each independent variable's partial effect on the dependent variable.

- H_0: $b_1 = 0$ (no effect)
- H_a: $b_1 \neq 0$ (there is an effect)

Criteria:

1. If t-calculated < t-table, with probability sig > 0.05, then the independent variable has no effect on the dependent variable (hypothesis rejected).
2. If t-calculated > t-table, with probability sig < 0.05, then the independent variable has an effect on the dependent variable (hypothesis accepted).

b. F-Test (Simultaneous)

Used to test the effect of all independent variables simultaneously on the dependent variable.

- H_0: $b_1 = b_2 = 0$
- H_a: at least one $b \neq 0$

Criteria:

1. If the significance value > 0.05 and F-calculated < F-table, the hypothesis is rejected.
2. If the significance value < 0.05 and F-calculated > F-table, the hypothesis is accepted.

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c. Coefficient of Determination (R^2)

Used to measure the extent to which independent variables can explain the variation in the dependent variable. The R^2 value ranges from 0 to 1; the closer to 1, the better the model.

RESEARCH FINDINGS

Respondent Characteristics

Based on the data obtained, it was determined that the majority of respondents in this study were female, numbering 59 individuals (60.82%). Meanwhile, male respondents numbered 38 individuals (39.18%). This indicates that female participants were more dominant in this research sample. In terms of age distribution, the most dominant age groups were 20–24 years and 25–29 years, each comprising 31 individuals (31.96%). When these two groups are combined, respondents aged 20–29 years totaled 66 individuals (68.04%).

Regarding educational qualifications, the majority of respondents held a D4/Bachelor's degree (S1), numbering 55 individuals (56.70%). This was followed by respondents with high school/vocational school (SMA/SMK) education, totaling 36 individuals (37.11%), and D3 (diploma) education, totaling 6 individuals (6.19%). In terms of tenure, the majority of respondents had worked for 1–2 years (38 individuals or 39.18%) and less than 1 year (32 individuals or 32.99%). When combined, employees with less than 2 years of service totaled 70 individuals (72.17%). Regarding employment sectors, respondents were distributed across various sectors. The "Others" category dominated with 40 individuals (41.24%), followed by the private sector with 26 individuals (26.80%), government sector with 21 individuals (21.65%), state/regional-owned enterprises (BUMN/BUMD) with 8 individuals (8.25%), and micro, small, and medium enterprises (MSMEs) with 2 individuals (2.06%).

Validity Test

Table 1.
Validity Test Results for Workload (X1), Work Stress (X2), and Turnover Intention (Y)

Variable	Item Code	r-calculated	r-table	Sig. (2-tailed)	Status
Workload (X1)	X1_1	0,563	0,199	0,000	Valid
	X1_2	0,621	0,199	0,000	Valid
	X1_3	0,516	0,199	0,000	Valid
	X1_4	0,589	0,199	0,000	Valid
	X1_5	0,487	0,199	0,000	Valid

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	X1_6	0,465	0,199	0,000	Valid
	X1_7	0,466	0,199	0,000	Valid
	X1_8	0,466	0,199	0,000	Valid
Work Stress (X2)	X2_1	0,669	0,199	0,000	Valid
	X2_2	0,603	0,199	0,000	Valid
	X2_3	0,612	0,199	0,000	Valid
	X2_4	0,657	0,199	0,000	Valid
	X2_5	0,611	0,199	0,000	Valid
	X2_6	0,662	0,199	0,000	Valid
Turnover Intention (Y)	Y_1	0,662	0,199	0,000	Valid
	Y_2	0,714	0,199	0,000	Valid
	Y_3	0,714	0,199	0,000	Valid
	Y_4	0,747	0,199	0,000	Valid
	Y_5	0,601	0,199	0,000	Valid
	Y_6	0,636	0,199	0,000	Valid

Source: Processed data, 2026

Based on the summary table above, it can be observed that all questionnaire items—comprising 8 items for the Workload variable (X1), 6 items for the Work Stress variable (X2), and 6 items for the Turnover Intention variable (Y)—have r-calculated values greater than the r-table value (0.199). Furthermore, the significance values (Sig. 2-tailed) for all items are 0.000, which is substantially smaller than the predetermined significance level of α = 0.05. Therefore, it can be concluded that all 20 statement items in this research questionnaire are declared **VALID** and can proceed to the subsequent data analysis stage.

Reliability Test

Table 2. Reliability Test Results

Research Variable	Code	Number of Items (N of Items)	Cronbach's Alpha	Criterion	Status
Workload	X1	8	0,885	> 0,60	Reliabel
Work Stress	X2	6	0,861	> 0,60	Reliabel
Turnover Intention	Y	6	0,885	> 0,60	Reliabel

Source: Processed data, 2026

Based on the reliability test results per variable above, it can be concluded that all research instruments (Workload, Work Stress, and Turnover Intention) have Cronbach's Alpha values exceeding 0.60. This demonstrates that the questionnaires used in this study are RELIABLE, consistent, and trustworthy for measuring the research variables.

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Descriptive Statistics

Table 3. Descriptive Statistics of Research Variables

Variabel	N	Minimum	Maksimum	Mean	Std. Deviation
Workload	97	10,00	40,00	27,5464	5,93194
Work Stress	97	6,00	30,00	19,0619	4,86444
Turnover Intention	97	6,00	30,00	17,4639	6,15099
Valid N (listwise)	97				

Source: Processed data, 2026

Based on the table above, the Workload variable has a minimum value of 10.00 and a maximum value of 40.00. The mean value obtained is 27.55 with a standard deviation of 5.93. This mean value is above the ideal score midpoint (24), indicating that, in general, Generation Z employees in Bima City perceive a relatively high level of workload in their daily work activities. For the Work Stress variable, the minimum value achieved by respondents is 6.00 and the maximum value is 30.00. The mean value is 19.06 with a standard deviation of 4.86. Given that the ideal score midpoint is 18, the mean value of 19.06 suggests that the level of work stress experienced by respondents falls within the moderate category. For the Turnover Intention variable, the minimum value is 6.00 and the maximum value is 30.00. The mean value obtained is 17.46 with a standard deviation of 6.15. The highest standard deviation compared to other variables (6.15) indicates that the variation or dispersion of respondents' answers for this variable is considerably diverse. On average, the score of 17.46 indicates that respondents' turnover intention is generally in the moderate category.

Overall, the descriptive statistical results indicate that respondents in this study tend to face a relatively high workload, followed by a moderate level of work stress, and exhibit turnover intention that also falls within the moderate category. This overview provides a solid foundation for proceeding to subsequent analysis stages, such as classical assumption tests and hypothesis/regression testing, to determine whether workload and work stress have a significant effect on turnover intention.

Classical Assumption Tests

a. Normality Test

The normality test aims to determine whether, in the regression model, the disturbance variables or residuals are normally distributed. This test was conducted by analyzing the Normal P-P Plot of Regression Standardized Residual.

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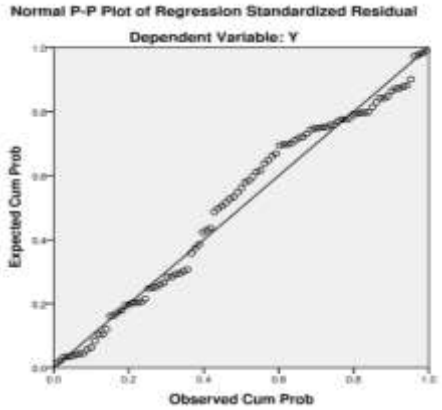


Figure 1. Normality Test (Source: Processed data, 2026)

Based on the Normal P-P Plot graph, the data points (residuals) are scattered around the diagonal line and follow the direction of said diagonal line. It can be concluded that the regression model in this study meets the normality assumption, or that the residual data are normally distributed

Table 4. Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		97
Normal Parameters[a,b]	Mean	0E-7
	Std. Deviation	5.17311445
Most Extreme Differences	Absolute	.098
	Positive	.065
	Negative	-.098
Kolmogorov-Smirnov Z		.966
Asymp. Sig. (2-tailed)		.308

a. Test distribution is Normal.
b. Calculated from data.

Source: Processed data, 2026

Based on the Kolmogorov-Smirnov test results table above, it is determined that the Asymp. Sig. (2-tailed) value is 0.308. This value is greater than the predetermined significance level of α = 0.05 (0.308 > 0.05). Additionally, the mean residual value is approximately zero (0E-7 ≈ 0), which is one indicator that the regression model constructed meets the basic assumptions of linear regression. Therefore, it can be concluded that the residual data in this study are normally distributed. This result reinforces the previous findings obtained from the Histogram and Normal P-P Plot analyses, which also indicated a normal distribution pattern. Consequently, the regression model in this study satisfies the normality assumption and is suitable for proceeding to subsequent hypothesis testing.

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b. Multicollinearity Test

The multicollinearity test aims to determine whether strong correlations exist among the independent variables in the regression model, namely Workload (X1) and Work Stress (X2). A good regression model should not exhibit correlation among independent variables. Multicollinearity detection is performed by examining the Tolerance and Variance Inflation Factor (VIF) values in the Coefficients table.

Coefficients[a]

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	BEBAN KERJA	.769	1.301
	STRES KERJA	.769	1.301

Source: Processed data, 2026

Criteria : A model is considered free from multicollinearity problems if the Tolerance value > 0.10 and the VIF value < 10.

Based on the Coefficients table, the collinearity statistics obtained are as follows:

1. Workload variable (X1): Tolerance value = 0.769 and VIF = 1.301.
2. Work Stress variable (X2): Tolerance value = 0.769 and VIF = 1.301.

Conclusion : Since the Tolerance values for both variables are greater than 0.10 and the VIF values are less than 10, it can be concluded that no multicollinearity problem exists among the independent variables in this regression model.

c. Heteroscedasticity Test

The heteroscedasticity test aims to determine whether unequal variance of residuals occurs from one observation to another in the regression model. A good regression model is homoscedastic (i.e., heteroscedasticity does not occur). This test was conducted by examining the Scatterplot between Regression Standardized Predicted Value (ZPRED) on the X-axis and Regression Studentized Residual (SRESID) on the Y-axis. Criteria : Heteroscedasticity does not occur if the data points on the Scatterplot graph are randomly scattered, distributed both above and below the zero (0) value on the Y-axis, and do not form a specific regular pattern (such as wave-like, widening then narrowing, or cone-shaped patterns).

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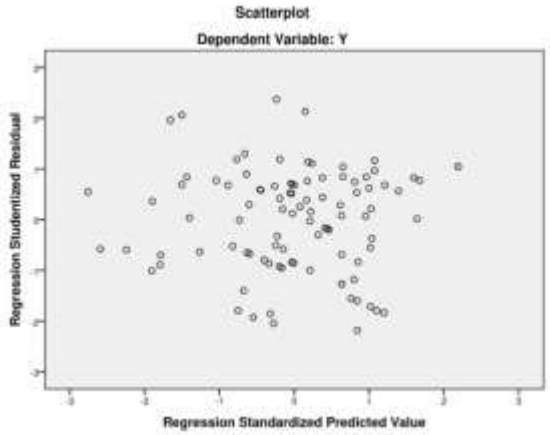


Figure 2. Heteroscedasticity Test (Source: Processed data, 2026)

Based on the Scatterplot graph above, the residual data points are randomly scattered around the zero axis (0) and do not exhibit a systematic or regular dispersion pattern. It can be concluded that the regression model in this study does not exhibit heteroscedasticity symptoms (i.e., it is homoscedastic).

Multiple Linear Regression Analysis

Table 6. Multiple Linear Regression Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.938	2.734		1.807	.074
	BEBAN KERJA	-.031	.103	-.029	-.297	.767
	STRES KERJA	.701	.125	.555	5.604	.000

Source: Processed data, 2026

Based on Table 6, the multiple linear regression analysis results yielded the following equation: $Y = 4.938 - 0.031X_1 + 0.769X_2$. Based on the regression equation above, the following explanations can be provided:

1. Constant (4.938):Indicates that if the Workload (X1) and Work Stress (X2) variables are zero, the Turnover Intention (Y) value is 4.938.
2. X1 Coefficient (-0.031): Indicates a negative direction of relationship. For every one-unit increase in the Workload variable (X1), the Turnover Intention variable (Y) will decrease by 0.031, assuming the Work Stress variable (X2) remains constant. (Note: Although the coefficient is negative, the t-test results indicate that this variable does not have a significant effect.).

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3. X2 Coefficient (0.701): Indicates a positive direction of relationship. For every one-unit increase in the Work Stress variable (X2), the Turnover Intention variable (Y) will increase by 0.701, assuming the Workload variable (X1) remains constant.

Hypothesis Testing

a. Coefficient of Determination (R^2)

The coefficient of determination test (R^2) is used to measure the extent to which the model can explain the variation in the dependent variable.

Table 7. Coefficient of Determination (R^2)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.541[a]	.293	.278	5.22786

a. Predictors: (Constant), STRES KERJA, BEBAN KERJA

Source: Processed data, 2026

Based on the Model Summary table above, the Adjusted R Square value obtained is 0.278 (or 27.8%). This means that the Workload (X1) and Work Stress (X2) variables together are capable of explaining 27.8% of the variation in the Turnover Intention (Y) variable. The remaining 72.2% is explained by other variables not included in this research model (such as work environment, compensation, leadership, etc.).

b. t-Test (Partial)

The t-test is used to examine the partial effect of each independent variable on the dependent variable. The testing criterion is that if the Sig. value < 0.05, the variable has a significant effect.

Table 8. t-Test Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.938	2.734		1.807	.074
	BEBAN KERJA	-.031	.103	-.029	-.297	.767
	STRES KERJA	.701	.125	.555	5.604	.000

Source: Processed data, 2026

1. The Effect of Workload (X1) on Turnover Intention (Y):

Based on Table 7 above, the significance value of the Workload variable is 0.767, which is greater than the significance level of 0.05 (0.767 > 0.05). The t-calculated value is -0.297 with a t-table value of 1.661 (-0.297 < 1.661). Therefore, the first

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hypothesis stating that "Workload (X1) has a significant effect on Turnover Intention (Y)" is rejected (**H1 Rejected**). This indicates that the high or low workload perceived by employees does not necessarily serve as the primary determining factor for the emergence of turnover intention. Theoretically, this finding suggests that high work volume or targets do not necessarily serve as the primary driver for employees, particularly Generation Z, to make resignation decisions, as Generation Z employees in this study tend to be more resilient in facing work pressures, or even perceive workload as part of career challenges and self-development processes, thus not immediately triggering the desire to change employment.

This research finding is consistent with the studies by Bimaputra and Parwoto (2020) as well as Oktafiani and Pantawis (2024), which demonstrated that workload does not have an effect on turnover intention.

2. The Effect of Work Stress (X2) on Turnover Intention (Y):

Based on Table 7 above, the significance value of the Work Stress variable is 0.000, which is smaller than the significance level of 0.05 (0.000 < 0.05). The t-calculated value is 5.604 with a t-table value of 1.661, or 5.604 > 1.661. Therefore, the second hypothesis stating that "Work Stress (X2) has a significant effect on Turnover Intention (Y)" is accepted (**H2 Accepted**). This indicates that the higher the level of work stress experienced by Generation Z employees, the greater their intention to leave (turnover intention) the organization.

This research finding is consistent with Purbashinta and Wijayanti (2026), who stated that work stress is the most significant factor influencing turnover intention, and is further supported by Setyorini et al. (2026), who found that job stress and workload both have positive effects on employee turnover intention in Indonesia, with work stress being the more dominant factor.

c. F-Test (Simultaneous)

The F-test is used to determine whether the independent variables (Workload and Work Stress) simultaneously have a significant effect on the dependent variable (Turnover Intention).

Table 9. F-Test Results

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1063.057	2	531.528	19.448	.000[b]
	Residual	2569.067	94	27.330		
	Total	3632.124	96			

a. Dependent Variable: TURNOVER INTENTION

b. Predictors: (Constant), STRES KERJA, BEBAN KERJA

Source: Processed data, 2026

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Based on the ANOVA table, the F-calculated value obtained is 19.448 with an F-table value of 3.09 (19.448 > 3.09) and a significance value (Sig.) of 0.000 (0.000 < 0.05). Since the significance value is smaller than 0.05 (0.000 < 0.05), it can be concluded that the third hypothesis stating that "Workload (X1) and Work Stress (X2) simultaneously have a significant effect on Turnover Intention (Y)" is accepted (**H3 Accepted**). This indicates that, collectively, Workload and Work Stress are capable of significantly explaining changes in Turnover Intention among Generation Z employees in Bima City. This condition suggests that Turnover Intention among Generation Z employees is not triggered by a single factor alone, but rather is the result of the accumulation of various work pressures experienced simultaneously, both in terms of task demands and psychological conditions resulting from work stress. In other words, the higher the workload accompanied by high levels of work stress, the greater the likelihood that Generation Z employees in Bima City will have the intention to leave the organization where they are employed.

This research finding is consistent with the study by Manggala and Siswanto (2024) on Generation Z human resources in the Special Region of Yogyakarta Province, which found that work stress and workload simultaneously have a significant effect on Turnover Intention.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Based on the results of data processing and analysis conducted on 97 respondents who are Generation Z employees in Bima City, and with reference to the research questions and hypothesis testing, the following conclusions can be drawn:

a. Workload does not have a significant effect on Turnover Intention (Y) among Generation Z employees in Bima City.
b. Work Stress has a significant effect on Turnover Intention (Y) among Generation Z employees in Bima City.
c. Simultaneously, workload and work stress together have a significant effect on turnover intention. This confirms that, collectively, workload and work stress have a substantial influence on the intention to leave among Generation Z employees in Bima City.

Recommendations

Based on the conclusions above, the researcher offers several implicative recommendations for companies/organizations and for future scholarly development:

a. Recommendations for Companies/Organizations in Bima City

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Focus on Stress Management, Not Merely Workload Reduction, Given that workload (X1) does not have a significant effect while work stress (X2) is highly influential, companies should not focus solely on reducing the quantity of tasks but rather on managing the quality of the work environment. Companies need to identify sources of non-technical stress, such as ineffective communication, micromanagement, or lack of appreciation, which are more likely to trigger resignation desires among Generation Z employees. Implementation of Well-being Programs and Flexibility Companies are advised to provide mental health programs (Employee Assistance Programs), adequate rest areas, or flexible working options (flexible working hours). Generation Z highly values work-life balance as a form of organizational support. Strengthening Onboarding and Mentoring Given that the majority of respondents have less than < 2 years of service, companies need to strengthen orientation and mentoring programs for new employees. Adequate support during the early career phase can prevent workload from transforming into work stress that ultimately leads to turnover intention.

b. Recommendations for Future Researchers

Addition of Research Variables: Given that the Adjusted R Square value is only 27.8%, future researchers are advised to incorporate additional variables that are strongly suspected to influence Turnover Intention among Generation Z, such as Work-Life Balance, Transformational Leadership Style, Job Satisfaction, or Financial and Non-Financial Compensation. Expansion of Sample and Location It is recommended to expand the sample reach beyond Bima City to other cities/regencies or to increase the sample size so that the research findings are more generalizable. Mixed Methods Approach It is recommended to complement quantitative research with a qualitative approach (in-depth interviews). This aims to explore the reasons why workload does not trigger the intention to leave, while work stress becomes the primary trigger, thereby obtaining a more holistic and in-depth understanding of Generation Z employee behavior.

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