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The role of work overload on turnover intention and job stress as an intervening variable in gen Z employees in Pontianak City

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Abstract

The phenomenon of high turnover intention in a competitive work environment is a significant challenge for organizations, especially when work overload and job stress become dominant factors that influence employees' decisions to leave their jobs. This study aims to analyze the direct and indirect effects of work overload on turnover intention through the mediation of job stress. Using a quantitative approach, data was collected through a survey of 250 respondents from various industrial sectors in urban Indonesia, and analyzed using structural equation modeling (SEM) techniques. The results showed that work overload has a positive and significant influence on job stress and turnover intention, with job stress acting as a partial mediator in the relationship. The practical implications of these findings indicate the importance of organizations in managing employee workload and creating a supportive work environment to reduce job stress and improve employee retention. This study has limitations in geographically and sectorally limited sample coverage, so further studies with a more comprehensive approach are proposed to strengthen the generalizability of the results as well as explore other factors that may moderate the relationship between variables.

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1. Introduction

Gen Z grew up along with the development of technology and different from the previous generation, they show distinctive characteristics. so that Gen Z in the current year plays a very important role as a new workforce producer. In the midst of the dynamics of the modern world of work, Gen Z faces many challenges in an increasingly complex and dynamic work environment, the main challenge faced by Gen Z is work overload, a condition experienced by employees due to work demands that exceed individual capabilities both physically, cognitively, and psychologically employees (Gibran & Suryani, 2019). This can be seen from indicators of work overload including the duration of working time, workload intensity, speed in completing tasks, and demands to work hard (Karatepe, 2013). Work overload can be described as a combination of qualitative and quantitative workload (Kadek Budi Martini & Wayan Sitiari, 2018). Qualitative workload occurs when someone feels less able to carry out their duties and does not utilize their abilities optimally,

while quantitative workload is generated through the number of roles given (Ohashi, 1984; Sherf et al., 2019).

Job stress arises when individuals feel unable to carry out roles according to the demands and expectations associated (Rocky Potale & Yantje Uhing, 2015). Work overload can be interpreted as a form of relationship between the demands of the existing work reality and the psychological pressure experienced, arising from efforts to achieve these demands. This psychological concern increases when employees feel that the demands they face exceed their capacity (Bliese et al., 2008). Demands from superiors, excessive work received, and the limited time specified in completing work cause stress at work (Deswarta et al., 2021). Another cause of work stress is that employees feel pressured in dealing with all their work (Dessler, 2019). Stress can arise from several causes, namely role discord, role overload, and role vagueness (Zeb et al., 2015). Causing Gen Z to tend to experience high work stress, which causes someone to want to leave a company (Nasution, 2017). Work stress can be measured from various aspects that can be observed in employees, such as psychological indicators, physical indicators, and behavioral indicators (Erawati et al., 2019).

Work stress can have detrimental consequences on mental and physical health, and reduce the quality of work life in Gen Z. As a result of this work stress caused by role overload, Gen Z employees tend to have higher turnover intention according to Mobley (2011). Turnover intention as the cessation of a person in the organization due to a desire to move from work by obtaining organizational monetary wages. Turnover intention is also defined as the emergence of a desire from within the workforce to withdraw from their duties from group members switching jobs through obtaining work results (Melky, 2015). According to Ford, Matthew W (2005) Turnover intention can also be interpreted as mental aspirations and personal tendencies to leave within one year. Turnover intention can be seen in a state of mind that involves an individual's view of his job and the option to stay or leave his job. This mental decision is seen as the main factor influencing employee exit behavior (Jacobs & Roodt, 2011). There are several factors that form turnover intention which consist of considering leaving the current job, looking for alternative job opportunities, and a strong desire to leave the job (Mobley, 2011).

By understanding the relationship between work overlaod, job stress, and turnover intention, companies can devise more effective strategies to manage employee workload caused by role overload, can reduce high stress levels, and improve Gen Z employee retention. This study aims to evaluate how work overload affects turnover intention in Gen Z employees in Pontianak, with work stress acting as a media variable in the study. Through understanding this relationship, the Company is expected to be able to design more effective strategies to manage workload and create a work atmosphere that supports the well-being of Gen Z employees..

2. Methods

Data were collected quantitatively to test hypotheses. A total of 210 gen z workers of Pontianak city have filled out the questionnaire which forms the population. The snowball sampling method was used to obtain data by starting from a fairly small sample size and increasing the sample size until the data was collected. Likert scale determines the value of the questionnaire, which can be quantified are: 1) Strongly disagree. 2) Disagree. 3) Neutral. 4) Accept. 5) Strongly agree. WarpPLS 8.0 data processing program with PLS for data. PLS is a component-based SEM equation model. The model format can explain latent variables as a collection of linear indices, with estimated weights that produce component scores for latent variables. These weights are obtained based on the relationship between the Inner Model (structural model) and latent variables, and the Outer Model (measurement model) that determines the relationship, playing an important role in the index and its structure. The result of this process is the residual variance of the dependent variable (Ghozali, 2008; Imam Ghozali, 2016; Prof. Dr. Imam Ghozali et al., 2019).

Conceptual Framework

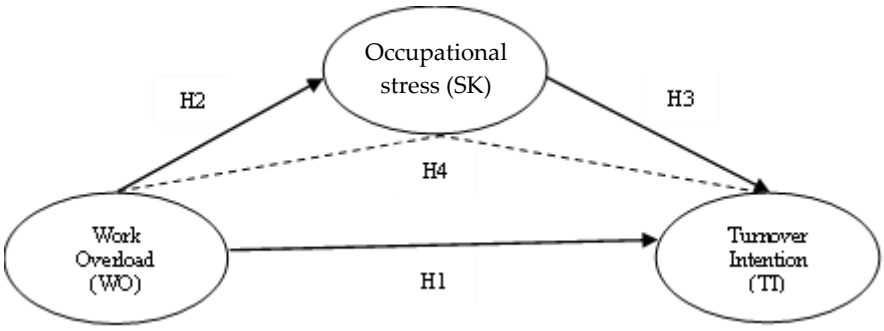

Fig 1. Conceptual Framework

Hypothesis : H1 Work life balance has a significant negative effect on turnover intention. H2 Work environment has a significant negative effect on turnover intention. H3 Job stress has a significant positive effect on turnover intention. H4 Work life balance has a significant negative effect on job stress. H5 Work environment has a significant negative effect on job stress. H6 The relationship between work life balance and turnover intention is significantly mediated by job stress. H7 The relationship between work environment and turnover intention is significantly mediated by job stress.

2. Results and discussion

Result

A. Outer Model

Model measurement or outer model is carried out with the aim of evaluating the validity and reliability of the model being analyzed. Evaluation of the outer model with reflexive indicators is carried out using convergent validity and discriminant validity of the indices that form the latent structure, as well as composite reliability and mass index using Cronbach's alpha (Ghozali&Latan, 2015).

1. Outer Model or Loading

Table 1. Outer Loading

	WO	SK	TI	Type (as defined)	SE	P value
WO 1.2	(0.750)	0.022	-0.027	Reflective	0.060	<0.001
WO 2.1	(0.785)	0.057	-0.030	Reflective	0.060	<0.001
WO 2.2	(0.840)	-0.133	-0.080	Reflective	0.059	<0.001
WO 3.1	(0.698)	-0.053	-0.003	Reflective	0.061	<0.001
WO 4.2	(0.679)	0.128	0.166	Reflective	0.061	<0.001
SK 1.1	0.091	(0.821)	0.152	Reflective	0.059	<0.001
SK 1.2	0.102	(0.794)	0.048	Reflective	0.059	<0.001
SK 2.1	-0.011	(0.830)	-0.131	Reflective	0.059	<0.001
SK 2.2	-0.125	(0.690)	-0.261	Reflective	0.061	<0.001
SK 3.1	-0.090	(0.665)	0.190	Reflective	0.061	<0.001
TI 1.1	0.086	0.074	(0.799)	Reflective	0.059	<0.001
TI 1.2	0.058	-0.122	(0.742)	Reflective	0.060	<0.001
TI 2.1	0.193	-0.255	(0.817)	Reflective	0.059	<0.001
TI 2.2	-0.055	-0.050	(0.805)	Reflective	0.059	<0.001
TI 3.1	-0.086	0.164	(0.700)	Reflective	0.061	<0.001
TI 3.2	-0.235	0.235	(0.703)	Reflective	0.060	<0.001

Source: Results of data processing warpPLS 8.0

The evaluation of the reflective measurement approach focused on the payload. For indicative representation, the outer load value of each statement was used. An outer load value > 0.7 is

sufficient. Outer load values < 0.4 are always excluded from the analysis. If eliminating the outer load values of 0.4-0.7 improves the reliability of the composite or the extraction of mean variance, it can be considered.

Work overload has 4 indicators and 8 statement items, but in the table, the remaining work overload statement items are 5 statement items, which means that 3 statement items have been eliminated because the outer loading value is <0.7 and the remaining 5 statement items, for statement items WO 3.1 = 6.980, WO 4.2 = 0.679, it can be concluded that if rounded, the value reaches ≥ 0.7 so that it can be continued in the next analysis process. Job stress has 3 indicators and 6 statement items but in the table, the remaining work stress statement items are 5 statement items, which means that 1 statement item has been eliminated because the outer loading value <0.7 and the remaining 5 statement items for statement items SK 2.2 = 6.690, SK 3.1 = 0.665 can be concluded if rounded up the value reaches ≥ 0.7 so that it can be continued in the next analysis process. Turnover intention has 3 indicators and 6 statement items, in the table above the Turnover intention outer loading value for all statement items> 0.7 which means that all statement items in representing indicators are retained in the further analysis process.

2. Average Variance Extracted (AVE)

Table 2. Average Variance Extracted

WO	SK	TI
0.567	0.583	0.582

Source: Results of data processing warpPLS 8.0

An AVE score ≥ 0.50 shows that the concept explains more than half of the variation in its indicators. An AVE result < 0.50 implies that the item has an error compared to the existing variation. In table 2, the AVE value of each variable is > 0.5, showing that each variable can explain the variation in each indicator and that the latent variable has absorbed > 50% of the variance in each indicator.

3. Composite Reability

Table 3. Composite Reability

WO	**SK**	**TI**
0.867	0.874	0.893

Source: Results of data processing warpPLS 8.0

The internal consistency reliability measure, not Cronbach's Alpha, does not account for equal indicator load. Its value should be more than 0.70 (exploratory studies allow 0.60-0.70). All indicators are reliable with respect to the hidden variable as their composite reliability values are > 0.7.

4. Discriminant Validation

a). Cross-Loading

Table 4. Cross-Loading

	WO	SK	TI
WO 1.2	(0.750)	0.556	0.428
WO 2.1	(0.785)	0.589	0.464
WO 2.2	(0.840)	0.568	0.450
WO 3.1	(0.698)	0.497	0.405
WO 4.2	(0.679)	0.544	0.481
SK 1.1	0.647	(0.821)	0.562
SK 1.2	0.615	(0.794)	0.480
SK 2.1	0.586	(0.830)	0.411

SK 2.2	0.430	(0.690)	0.250
SK 3.1	0.492	(0.665)	0.462
TI 1.1	0.541	0.535	(0.799)
TI 1.2	0.413	0.375	(0.742)
TI 2.1	0.487	0.395	(0.817)
TI 2.2	0.429	0.423	(0.805)
TI 3.1	0.437	0.450	(0.700)
TI 3.2	0.387	0.439	(0.703)

Source: Results of data processing warpPLS 8.0

Discriminant validity compares an indicator's outer load value with other latent variables to assess how different a concept is. A valid outer load value has a greater correlation with the latent variable than with other variables. Each latent variable in the table above is worth a larger indicator load than the others. Indicators measure the hidden variable of interest

b). Fornel-Larcker

Table 5. Fornel-Larcker

	WO	SK	TI
WO	(0.753)	0.731	0.590
SK	0.731	(0.763)	0.571
TI	0.590	0.571	(0.763)

Source: Results of data processing warpPLS 8.0

This technique, the Fornell-Larckere approach, compares the square root of the Average Variance Extraction (AVE) of the variables on their correlation with each other. In this method. the square root value of the latent variable is more correlated to the latent variable. The square root value of the AVE of each latent variable is its interconnection coefficient. Statement items show strong discriminant validity, according to this study.

B. Iner Model

1. Direct Effect

Table 6. Direct Effect

No	Predictor Variable	Response Variable	Path Coefficient	P-value	Description
1.	WO	TI	0.362	<0.001	Significant
2.	SK	TI	0.318	<0.001	Significant
3.	WO	SK	0.734	<0.001	Significant

Source: Results of data processing warpPLS 8.0

Work Overload has a positive effect on turnover intention (path coefficient of 0.362). P-value < 0.001, indicating < 0.05, indicates a positive and significant impact of Work Overload on turnover intention (hypothesis accepted). Job stress has a positive influence on turnover intention (path coefficient of 0.318). P-value < 0.001, indicating < 0.05, indicating a positive or significant impact of Work Stress on turnover intention. (hypothesis accepted). Work Overload has a positive effect on job stress (path coefficient of 0.734). P-value < 0.001, indicating < 0.05, indicating a positive or significant impact of job stress on turnover intention. (hypothesis accepted).

2. Indirect Effect

Table 7. Indirect Effect

No	Predictor Variable	*Mediation*	Response Variable	Path Coefficient	P-value	Description
1.	WO	SK	TI	0.233	<0.001	Significant

Source: Results of data processing warpPLS 8.0

The mediation test shows that work overload increases the desire to move through job stress by 0.233 The P-value of <0.001 (<0.05) shows that job stress substantially affects the relationship between work overload and instructions to move. Work overload influences turnover intention through job stress.

3. R-squared Contributions

Table 8. R-squared Contributions

R-squared	WO	SK	TI
WO			
SK	0.538		
TI	0.214	0.184	

Source: Results of data processing warpPLS 8.0

The effect size R-squared contributes to the influence of variables at the structural level of 0.02, 0.15 or 0.35. It is known that the R-Squared value of work overload on job stress is 0.538 = 53.8%, meaning that the impact of work overload on job stress is in the high category. It is known that the R-Squared value of work overload on turnover intention is 0.214 = 21.4%, meaning that the impact of work overload on turnover intention is in the high category. It is known that the R-Squared value of work stress on turnover intention is 0.184 = 18.4%, which means that the effect of work stress on turnover intention is in the high category.

C. Overall Test Of Model Fit

Table 9. Overall Test Of Model Fit

Model Fit and quality indices	Fit Criteria	Value
Average path coefficient (APC)	P-value<0.05	0.471, P<0.001
Average R-squared (ARS)	P-value<0.05	0.468, P<0.001
Average adjusted R-squared (AARS)	P-value<0.05	0.464, P<0.001
Average block VIF (AVIF)	Acceptable if <= 5, ideally <= 3.3	2.099
Average full collinearity VIF (AFVIF)	Acceptable if <= 5, ideally <= 3.3	2.105
Tenenhaus GoF (GoF)	Small >= 0.1, medium >= 0.25, large >= 0.36	0.520
Simpson's paradox ratio (SPR)	Acceptable if >= 0.7, ideally = 1	1.000
R-squared contribution ratio (RSCR)	Acceptable if >= 0.9, ideally = 1	1.000
Statistical suppression ratio (SSR)	Acceptable if >= 0.7	1.000
Nonlinear bivariate causality direction ratio (NLBCDR)	Acceptable if >= 0.7	1.000

From the table above, we can conclude as follows: APC value of 0.471, P-value < 0.001, indicating that the model fit criteria are met. The ARS value is 0.468, P-value < 0.001, which means that the model fit criteria are met. The AARS value of 0.464, P-value < 0.001, shows that the model fit criteria have also been met. The AVIF value is 2.099 (≤ 5), which means the model fit criteria are met. The AFVIF value is 2.105 (≤ 5), which means the model fit criteria are met. The GoF value is 0.520 (≥ 36), showing that the model fit is relatively large (strong). Simpson's paradox ratio value is 1.000 (>0.7), the model fit criteria are met. The R-squared contribution value is 1.000 (>0.9), the model fit criteria are met. Statistical suppression value is 1.000 (>0.7), the model fit criteria are met. The nonlinear bivariate causality direction ratio value is 1.000. (>0.7), which means the model fit criteria are met.

Discussion

Effect of Work Overload on Turnover Intention (H1)

Work Overload has a significant positive impact on turnover intention (path coefficient 0.362). Knowledge Value P-value < 0.001, indicating < 0.05. Research has alignment with Mulyani et al., (2023) Work overload has a positive and significant effect on the desire to leave work, other studies have also found a positive effect or excessive workload and Turnover Intention. from work (Pradana & Salehudin, 2015) and reject the research of Athfalia & Attiq (2024) Which says Work overload has no positive or significant effect on turnover intention.

Effect of Work Overload on Job Stress (H2)

Work Overload has a positive and significant impact on job stress (path coefficient 0.734). Knowledge Value P-value < 0.001, indicating < 0.05. Nahrisah E et al., (2021)work overload has no influence or significant on job stress, research rejects this statement and supports Work Overload has a positive and significant effect on Job Stress (Cindy & Halawa, 2024). Research also supports the results of research by Farooq Abbasi et al (2015) showing that work overload has a significant positive effect on job stress.

Effect of Job Stress on Turnover Intention (H3)

Job stress has a significant positive impact on turnover intention (path coefficient of 0.318). Knowledge Value P-value < 0.001, indicating < 0.05. Lo, Wen-Yen (2018) Job stress has a positive and significant effect on intention to quit work, stating this research is in line. Soelton and Mochamad., (2018) said the same results turnover intention is influenced by positive and significant work stress.

Effect of Work Overload on Turnover Intention through Job Stress (H4)

The mediation test shows that work overload reduces the desire to move through job stress by 0.233 The P-value of <0.001 (<0.05) shows that job stress substantially affects the relationship between work overload and the tendency to move. Work overload influences the desire to transfer through job stress..

4. Conclusion

This study shows that work overload has a positive and significant effect on turnover intention. The positive path coefficient (0.362) as well as the significant P-value (<0.001) indicate acceptance of H1. Work overload has a positive and significant impact on job stress. As the path coefficient is positive (0.734) as well as a significant P-Value of (<0.001), H2 is accepted. Turnover Intention is significantly enhanced by job stress. H3 is accepted, as indicated by a positive path coefficient of 0.318 as well as a significant P-Value of <0.001. Stress strongly mediates the effect of work overload on the desire to leave the job by 0.233. With a P-value of <0.001 H4 is considered significant (P-value <0.05). Future research should explore additional variables that may influence the relationship between work overload, job stress, and turnover intention, such as organizational support, employee resilience, or leadership styles, to provide a more comprehensive understanding of these dynamics. Longitudinal studies are recommended to establish causal relationships and examine how these effects evolve over time. Expanding the scope of research to include diverse industries, cultural settings, and employment types could enhance the generalizability of the findings. Furthermore, integrating qualitative methods, such as interviews or focus groups, could offer deeper insights into employees' perceptions and coping strategies related to work overload and stress. Finally, experimental designs

or interventions focusing on stress management programs could help evaluate practical solutions for reducing turnover intention driven by work-related stress.

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