
THE ROLE OF WORKLOAD ON INTENTIONS TO LEAVE WORK, MEDIATED BY WORK STRESS AND MODERATED BY SOCIAL SUPPORT



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Abstract

Generation Z is the next generation of the nation and they will be the ones to take over the industrial world. It is known that generation Z has twice the tendency to experience psychological stress compared to other generations. High workload often makes individuals tend to have the intention to leave the company. Workload can lead to work stress experienced by individuals. Work stress can have several impacts on the organization including the employee concerned not coming to work and leaving the organization. The existence of social support in an organization is expected to help minimize all the pressure felt by generation Z employees. The purpose of this study was to determine the role of workload on work exit intention in generation Z employees mediated by work stress and moderated by social support. The characteristics of participants in this study are generation Z, aged 18 to 27 years, have a minimum work experience of six months totaling 254 people. This study uses the Turnover Intention Scale measuring instrument from Mobley et al. (1978), National Aeronautics and Space Administration Task Load Index (NASA-TLX) from Hart and Staveland (1988), Job Stress Scale (JSS) from Parker & Decotiss (1983), and Multidimensional Scale of Perceived Social Support (MSPSS) from Dahlem et al. (1991). The results of this study indicate that workload has a significant influence on work performance. The results of this study indicate that workload has an influence on intention to work with a value of $R^2 = 0.428$. Then, job stress is proven to mediate between workload and intention to leave. Finally, social support is proven not to moderate between workload and intention to leave.

Keywords: Turnover Intention, Workload, Work Stress, Social Support

INTRODUCTION

Based on data from the 2020 Population Census, the number of Generation Z in Indonesia is recorded at 75.49 million people, equivalent to approximately 27.94% of the total population of Indonesia. This figure indicates that Generation Z is a significant age group in the country's demographic structure, reflecting their immense potential in various aspects of social, economic, and cultural life in the future (Central Bureau of Statistics, 2020). Generation Z refers to individuals born between 1997 and 2012, encompassing the age group currently in their teenage years to early adulthood (Jia and Li, 2024), thus divided into two groups: students and employees who have entered the workforce. They have lower life and cognitive experiences in processing large amounts of information compared to older generations (Jia and Li, 2024). Generation Z are individuals born into a highly advanced technological environment (digital natives). The nomadic behaviour of Generation Z employees indicates a lack of company identification regarding long-term loyalty to the company (Chillakuri and Mahanandia, 2018 in Gaan and Shin, 2023). Nomadic here refers to individualistic characteristics and a lack of respect for authority, often leading Generation Z members to easily switch jobs. According to Robb and Shellenbarger (2014, in Jia and Li, 2024), individuals can easily obtain information, but they lack confidence in making decisions. When health risks arise, Generation Z tends to feel afraid and stressed, often withdrawing (Jia and Li, 2024). Only about 51% of Generation Z employees rate their mental health as good (Deloitte, 2024).

Mass resignations from companies have occurred in several countries (Luthfiana et al., 2024). When companies conduct recruitment processes, they must be prepared for the possibility that their employees may wish to leave the company. The phenomenon of 'The Great Resignation' emerged as a result of many employees deciding to leave their jobs, creating a global trend reflecting high resignation rates across various industrial sectors (Rangga and Hermiati, 2023). A survey conducted by Robert Walters in 2022, titled 'The Great Resignation Reality Check,' indicated that the majority, or 77% of professional workers in Indonesia, revealed that they had considered leaving their jobs or seeking new job opportunities to pursue better prospects. The Great Resignation phenomenon is also experienced by Generation Z employees. Research conducted by Lever (in Rangga and Hermiati, 2023) shows that even though Generation Z has only recently entered the workforce, around 65% of them are already considering leaving the companies they work for. The high rate of intention to leave the company can result in significant losses for the company, as it will incur substantial costs, from recruitment processes to training, to ensure that new employees meet the performance standards desired by the company (Shobirin et al., 2023). Mobley et al. (1978, in Derrick, 2022) argue that the factors causing employees to want to leave their jobs can stem from various aspects, such as the social and physical work environment, individual characteristics within the organisation, and job satisfaction, which includes salary, compensation, and relationships with colleagues and the work environment. The intention to leave the company arises when an individual evaluates their job, assesses the level of satisfaction or dissatisfaction they feel, considers the benefits and drawbacks of their job, and ultimately decides whether to stay or leave the company (Wibowo et al., 2021). Therefore, companies need to pay attention to the presence of their employees, as this can influence the company's condition. When companies are unable to manage their employees

well, in terms of workload, communication, and support provided, this increases the likelihood of employees leaving the company. This situation can lead to dissatisfaction, which ultimately results in employees deciding to seek employment opportunities elsewhere that are considered better (Gibson et al., 1996, in Wibowo et al., 2021).

Page (2015, in Wibowo et al., 2021) found that the phenomenon of job turnover in Indonesia can be categorised as high. Workload is one of the factors contributing to the high level of job turnover intention (Robbin and Judge, 2018, in Wibowo et al. (2021). Workload itself is described as an excessive level of demand for job roles. If the workload assigned is too high and employees are unable to meet it, the company requires additional time for employees to complete it (Cooper et al., 2001, in Wibowo et al., 2021). Workload is used by employees as a measure to respond to issues related to work-related stress, overtime emotions, and job satisfaction (Lathif et al., 2023). This supports the findings from the 2015 Michael Page Indonesia report (in Wibowo et al., 2021), which states that employees in Indonesia tend to change jobs within the next year. At the operational level, employee turnover rates are around 10 to 12 per cent per year. At the managerial level, employee turnover rates range from 6 to 7 per cent per year. Furthermore, if a company's annual turnover exceeds 10 per cent, the level of intention to leave can be categorised as high (Roseman, 1981, in Wibowo et al., 2021). explains that the reciprocal relationship between rights and obligations in a company based on employee performance can motivate employees to work harder. Research conducted by Lathif et al. (2023) shows that workload tends to significantly influence employees to leave their jobs. However, different results were found in research conducted by Aristawati (2019), where the workload given by the company did not influence the intention to leave the job.

H1: Workload affects the intention to leave work.

According to a survey by JakPat in Rangga and Hermiati (2023), the factors that cause Generation Z employees to decide to leave a company are salaries that are not commensurate with the job and an unhealthy work culture. High turnover rates can also be caused by workload, job stress, and fatigue. High workload can be detrimental to both employees and organisations, as when workload increases without being accompanied by balanced completion time, this will cause employees to experience physical and mental stress (Cooper and Hart, 2001, in Wibowo et al., 2021). Job stress is positively associated with the intention to change jobs organisationally and professionally (Ekingen et al., 2023). Job stress is a condition in which a person feels tension related to emotions and thoughts (Derrick, 2022). According to Ross and Altmaier (1994, in Putri & Anisa, 2022), work stress occurs due to pressure experienced by employees in their work, whether it is internal pressure (such as tasks or supervisors) or external pressure (such as the environment in which the employee works). Helman (1997, in Derrick, 2022) argues that work-related stress can have several impacts on an organisation, including employees not showing up for work and leaving the organisation, low productivity, feeling alienated from colleagues, job dissatisfaction, and lack of loyalty to the organisation. Research conducted by Nestor et al. (2021, in Ekingen et al., 2023) found that the main sources of stress were changes in workplace protocols and reduced social interaction with colleagues. According to Deloitte (2024), although the situation has improved since last year, 40% of Generation Z employees still report experiencing constant stress triggered by working hours and a lack of support or recognition.

High levels of job turnover can be caused by various factors such as the workload assigned, work-related stress experienced by employees, and fatigue from the work they do (Robbin and Judge, 2018, in Wibowo et al., 2021). Robbins and Judge (2018, in Wibowo et al., 2021) state that work-related stress experienced by employees can stem from the quality of relationships with colleagues. If the quality of interpersonal relationships at work is poor, it can be a cause of high stress levels. Workload and work-related stress tend to influence and can alter employees' stress levels. Liu and Lo (2017, in Shobirin et al., 2023) state that the workload faced by employees must be balanced with their capabilities and limitations, as imbalance can lead to pressure that results in stress. When workloads increase without sufficient time to complete tasks, it can cause physical and mental stress in employees (Wibowo et al., 2021). Work-related stress faced by employees can influence their thinking patterns and emotional levels (Yasa and Dewi, 2019, in Wanboko et al., 2023). The findings by Wibowo et al. (2021) explain that when increased workloads cannot be managed by the company, employees become more vulnerable to feeling repetitive physical and psychological pressure over the long term. Then, if the employee responds incorrectly to changes in workload, there is a concern that in the future they will feel dissatisfied with what they receive from their work and feel that they are not receiving the recognition they deserve (Wibowo et al., 2021). When everything becomes one and complex, work stress will arise. The emergence of work stress will influence employees to consider leaving their jobs.

H2: Work stress mediates the effect of workload on intention to leave work.

Social support can be defined as a feeling of comfort, assistance, or information obtained by individuals through formal or informal contact with other individuals or groups (Ivancevich, 2007, in Sanjaya, 2021). In the work environment, social support can come from work partners, staff, customers, leaders, and other employees (Sanjaya, 2021). Robbin and Judge (2018, in Wibowo et al., 2021) state that one source of work stress experienced by employees stems from poor relationships with colleagues. A lack of social support from colleagues can cause significant stress because employees need support when experiencing work stress. Theories examining the role of social support in work-related stress are outlined in The Buffering Hypothesis Theory and The Direct Effect Hypothesis Theory, which state that social support can protect employees from the negative effects of high stress levels by altering their response to stressors (Sarafino, 2006, in Wibowo et al., 2021).

H3: Social support moderates the effect of work stress on work intention.

As reported in a journal by Wibowo et al. (2021), the phenomenon of job turnover is occurring in the cigarette industry. One of the four largest cigarette companies in Indonesia, PT Bentoel Prima, has experienced a continuous increase in employee turnover from year to year. This employee turnover rate has reached 15% per year. This phenomenon is closely related to the increasing workload in the Primary Manufacturing Department (PMD). Based on previous research conducted by Wibowo et al. (2021) on 83 employees at PT Bentoel Prima Malang, the results showed that workload does not have a significant influence on turnover intention, but workload plays a significant role in influencing employee work stress. Work-related stress, in turn, has a significant influence on the intention to leave. When work-related stress acts as an intermediary between workload and the intention to leave, workload significantly influences the intention to leave. Finally, the role of social support does not moderate the influence of work-related stress on the intention to leave.

The findings from the previous studies above prompted researchers to conduct further research on the clarity of whether there is an influence between workload and intention to leave work, focusing on Generation Z employees. Then, how the relationship between work stress and social support can influence the effect of workload on intention to leave work. Therefore, researchers are interested in determining whether work-related stress can mediate and social support can moderate the influence between workloads and turnover intentions among Generation Z employees.

The researchers are interested in studying these variables because there are many issues related to turnover intentions, particularly among Generation Z. Additionally, Generation Z is the target participant group for this study because this generation will be the future workforce driving Indonesia's economic growth and sustainable development. However, there is not much literature discussing the influence of workload, work stress, and social support on job turnover intentions among Generation Z employees. Therefore, the researchers wanted to find out whether there is an influence of workload on job turnover intentions among Generation Z employees, as well as how work stress and social support influence this relationship.

The theoretical benefit of this research is to add to knowledge and references for future research, especially in the field of industrial and organisational psychology. The practical benefit is that the results of this research can be an important incentive for Generation Z to work together to control stress at work and provide mutual support in the workplace so that their psychological well-being is ensured, thereby enabling companies to become more advanced in the era of globalisation.

RESEARCH METHOD

The research design used in this study is non-experimental quantitative research with a correlational method to describe the relationship between workload and intention to leave the company among Generation Z employees, mediated by work stress and moderated by social support. The data in this study were collected using non-probability sampling techniques, i.e., collected randomly based on predetermined characteristics. The type of sampling used in this study was convenience sampling.

Participants

The characteristics of the participants in this study emphasise Generation Z, aged 18 to 27 years old, and with at least six months of work experience, as participants are already able to begin adapting to their workplace. The total number of participants in this study is 254 Generation Z individuals from various locations. The data collection method will involve distributing a questionnaire via Google Forms, which will be created through social media platforms such as Instagram, Line, and WhatsApp. The equipment used includes smartphones or laptops, internet or Wi-Fi connections, four types of research questionnaires, and Google Forms.

This study involved 259 participants, but five individuals did not meet the required characteristics, so their results were not included by the researcher. Therefore, the sample size of participants was only 254 individuals. Participants can be categorised by gender, age, residence, length of employment, employment status, and occupation. The frequency and percentage distribution are as follows:

Table 1.
Overview of Participants by Gender

Gender	Frequency	Percentage
Laki-laki	88	34.64
Perempuan	166	65.36
Total	254	100.00

Table 2.
Overview of Participant Age

	Age
Valid	254
Mean	23.43
Minimum	18
Maksimum	27

Table 3.
Overview of Participants by Residence

Residance	Frequency	Percentage
Tangerang	39	15.35
DKI Jakarta	117	46.07
Jawa Barat	69	27.17
Jawa Timur	6	2.37
NTB	1	0.39
Jawa Tengah	7	2.76
Sulawesi Selatan	2	0.78
Maluku	1	0.39
Sumatera Utara	10	3.94
Banten	1	0.39
Kalimantan	1	0.39
Timur		
Total	254	100.00

Table 4.
Overview of Participants Based on Length of Employment

Length of Employment	Frequency	Percentage
6 months – 1 year	91	35.83
1-2 year	71	25.98
2-3 year	66	27.95
More than 3 years	26	10.24
Total	254	100.00

Table 5.
Overview of Participants Based on

Employment Status	Frequency	Percentage
Contract	113	44.49
Permanent	141	55.51
Total	254	100.00

Table 6.
Overview of Participants by Occupation

Occupation	Frequency	Percentage
Content Writer	1	0.39
Marketing/Sales	46	18.11
Information Technology & Information Systems	32	12.60
Finance & Accounting	31	12.21
General Affair / General	23	9.06
Human Resources	53	20.87
Customer Relations	15	5.91
Hospitality	1	0.39
Entrepreneur	3	1.18
Travel Agent	3	1.18
Construction	1	0.39
Administrator	4	1.58
Teacher	5	1.97
Designer	1	0.39
Interior Design	2	0.79
Marketing	4	1.58
Medical (Doctors/Nurses/Pharmacists)	10	3.94
Procurement / Purchasing	12	4.72
Data Analyst	1	0.39
Notary	1	0.39
Medical Support (Laboratory Analysts)	1	0.39
Quality, Health, Safety, and Environment	1	0.39
Live Host	2	0.79
Restaurant Staff	1	0.39
Total	254	100.00

Measurement

Intention to leave work. In this study, intention to leave work was measured using the Turnover Intention Scale developed by Mobley et al. (1978). This measurement tool consists of six items, divided into four positive items and two negative items. An example of a positive item is "I am thinking of quitting my current job". An example of a negative item is "I want to continue working here." This measurement tool uses a four-point Likert scale grouped as follows: 1 = "Strongly Disagree (SD)", 2 = "Disagree (D)", 3 = "Agree (A)", 4 = "Strongly Agree (SA)." This measurement tool is multidimensional, consisting of three dimensions:

thinking about resigning, intention to seek other employment, and intention to leave. The operational definition of thinking about resigning is a process involving an individual leaving their current position or job. The operational definition of the intention to seek other employment is the individual's intention or desire to seek new employment opportunities outside their current position or company. The operational definition of the intention to leave is the individual's intention or desire to leave their current company. The Cronbach's Alpha for this measurement tool is 0.889.

Workload. Workload in this study was measured using the National Aeronautics and Space Administration Task Load Index (NASA-TLX) from Hart and Staveland (1988). This measurement tool consists of six items, all of which are positive items. An example item is "In your opinion, how much mental effort is required for your work? (Examples: thinking, making decisions, calculating, remembering, observing, searching)." This measurement tool uses a five-point Likert scale, with scores grouped as follows: 1 = "0–20%", 2 = "21–40%", 3 = "41–60%", 4 = "61–80%", and 5 = "81–100%". This measurement tool is multidimensional, consisting of six dimensions: mental demand, physical demand, temporal demand, effort, own performance, and frustration. The operational definition of mental demand is the mental and perceptual activities required in a job. The operational definition of physical demand is the level of physical activity performed in the job. The operational definition of temporal demand is the time pressure felt while performing the job. The operational definition of effort is the effort made to achieve a specific result. The operational definition of own performance is the level of performance or effort made by oneself in completing the job. The operational definition of frustration is the level of anxiety, stress, and feelings of pressure felt when completing work. Cronbach's Alpha for this measurement tool is 0.885.

Work stress. Work stress in this study was measured using the Job Stress Survey (JSS) from Parker & Decotiss (1983). This measurement tool consists of 13 items, divided into 12 positive items and 1 negative item. An example of a positive item is 'I feel anxious or nervous because of my job.' An example of a negative item is "I often feel that I am already part of this organisation." This measurement tool uses a four-point Likert scale grouped into 1 = "Strongly Disagree (SD)", 2 = "Disagree (D)", 3 = "Agree (A)", 4 = "Strongly Agree (SA)". This measurement tool is multidimensional, consisting of two dimensions: time stress and anxiety. The operational definition of time stress is the pressure individuals feel when they are unable to complete their tasks within the set time frame. The operational definition of anxiety is the feeling of worry individuals experience due to the pressure of their work. The Cronbach's Alpha for this measurement tool is 0.929.

Social support. Social support in this study was measured using the Multidimensional Scale of Perceived Social Support (MSPSS) from Dahlem et al. (1991). This measurement tool consists of 12 items, all of which are positive items. An example of an item is "I feel comfortable when I am with my family." This measurement tool uses a four-point Likert scale grouped as follows: 1 = "Strongly Disagree (SD)", 2 = "Disagree (D)", 3 = "Agree (A)", 4 = "Strongly Agree (SA)." This measurement tool is multidimensional, consisting of three dimensions: family, friends, and superiors. The operational definition of family is the support provided by family members to an individual as a form of care in the context of marriage, birth, or blood relations. The operational definition of friends is the support provided by someone who is familiar with and frequently interacts with an individual. The

operational definition of superiors is the support provided by someone in a higher position to an individual as a form of care and mutual respect. The Cronbach's Alpha for this measurement tool is 0.864.

Procedure

Data collection was conducted from 16 November 2024 to 25 November 2024. The data collection was conducted online by distributing a Google Form link to Generation Z employees in various regions. The Google Form link was distributed through social media and using the snowball sampling method, which involves asking people around you to help spread the link.

RESULTS AND DISCUSSION

Testing the relationship between items on the variable

The Turnover Intention Scale measurement tool consists of six items and has a strong relationship between the items with a Pearson correlation value > 0.700 .

Table 7.
Correlation between Items and Total Variables on the Turnover Intention Scale Measurement Tool

	Pearson's r	p
Butir 1	0.745	$<.001$
Butir 2	0.817	$<.001$
Butir 3	0.724	$<.001$
Butir 4	0.835	$<.001$
Butir 5	0.822	$<.001$
Butir 6	0.885	$<.001$

All items on the Turnover Intention Scale measurement tool are significant because all of them have significant values, namely $p < 0.001$.

Table 8.
Correlation between Items and Total Variables in the National Aeronautics and Space Administration Task Load Index (NASA-TLX) Measurement Tool

	Pearson's r	p
Butir 1	0.823	$<.001$
Butir 2	0.666	$<.001$
Butir 3	0.857	$<.001$
Butir 4	-0.104	0.098
Butir 5	0.882	$<.001$
Butir 6	0.830	$<.001$

Items 1, 2, 3, 5, and 6 on the National Aeronautics and Space Administration Task Load Index (NASA-TLX) measurement tool have significant values of $p < 0.001$. However, item 4 has a value of $p = 0.098$. Because it is not significant, item 4 is discarded.

Table 9.
Correlation between Items and Total Variables in the Job Stress Survey (JSS) Measurement Tool

	Pearson's r	p
Butir 1	0.703	$<.001$

Butir 2	0.768	<.001
Butir 3	0.776	<.001
Butir 4	0.809	<.001
Butir 5	0.788	<.001
Butir 6	0.801	<.001
Butir 7	0.701	<.001
Butir 8	0.525	<.001
Butir 9	0.787	<.001
Butir 10	0.700	<.001
Butir 11	0.685	<.001
Butir 12	0.688	<.001
Butir 13	0.793	<.001

All items on the Job Stress Scale (JSS) measurement tool had significant values, namely $p < 0.001$.

Table 10.
Correlation between Items and Total Variables on the Multidimensional Scale of Perceived Social Support (MSPSS) Measurement Tool

	Pearson's r	p
Butir 1	0.649	<.001
Butir 2	0.422	<.001
Butir 3	0.667	<.001
Butir 4	0.667	<.001
Butir 5	0.526	<.001
Butir 6	0.635	<.001
Butir 7	0.658	<.001
Butir 8	0.608	<.001
Butir 9	0.705	<.001
Butir 10	0.683	<.001
Butir 11	0.693	<.001
Butir 12	0.664	<.001

All items on the Multidimensional Scale of Perceived Social Support (MPSS) measurement tool had significant values, namely $p < 0.001$.

The testing continued with a normality test of the data measured using the Shapiro-Wilk descriptive statistical test.

Table 11.
Descriptive Statistics of Work Intensity

	Work Intensity
Shapiro-Wilk	0.925
P-value of Shapiro-Wilk	<0.001

The distribution for measuring intention to leave work has a value of 0.925, with a p -value < 0.001 . This means that the data is not normally distributed.

Table 12.
Descriptive Statistics of Workload

	Workload
Shapiro-Wilk	0.944
P-value of Shapiro-Wilk	<0.001

The distribution for measuring workload has a value of 0.944, with a p-value < 0.001. This means that the data is not normally distributed.

Table 13.
Descriptive Statistics of Work Stress

	Work Stress
Shapiro-Wilk	0.935
P-value of Shapiro-Wilk	<0.001

The distribution for measuring work stress has a value of 0.935, with a p-value < 0.001. This means that the data is not normally distributed.

Table 14.
Descriptive Statistics of Social Support

	Social Support
Shapiro-Wilk	0.926
P-value of Shapiro-Wilk	<0.001

The distribution for measuring social support has a value of 0.926, with a p-value < 0.001. This means that the data is not normally distributed.

Given that the distribution of all variables is not normally distributed, Spearman's correlation is used for the correlation test. The correlation test between variables produces the following data output.

Table 15.
Spearman's Correlations between Work Intensity, Workload, Work Stress, and Social Support

Variable	1	2	3	4
1. Work Intensity	-			
2. Workload	0.661**	-		
3. Work Stress	0.756**	0.730**	-	
4. Social Support	-	-0.456**	-0.571**	-
	0.612**			

** indicates significance < 0.001

The correlation between workload and intention to leave work is $r = 0.661$, $p < 0.001$; the correlation between work stress and intention to leave work is $r = 0.756$, $p < 0.001$; the correlation between social support and intention to leave work is $r = -0.612$, $p < 0.001$, work stress with workload $r = 0.730$, $p < 0.001$, social support with workload $r = -0.456$, $p < 0.001$, and social support with work stress $r = -0.571$, $p < 0.001$. All variables are significantly related. Work stress and intention to leave work have the highest correlation, i.e., 0.756. Meanwhile, social support and intention to leave work have the lowest correlation, i.e., -0.612. Finally, social support is negatively correlated with other variables, meaning it has an opposite relationship.

Hypothesis testing was then conducted using multivariate regression. Given the presence of mediator and moderator variables in this study, two stages of testing were conducted. Stage 1 tested the role of work stress as a mediator between workload and intention to leave. Stage 2 tested the role of social support as a moderator between workload and intention to leave.

Stage 1. Testing the role of work stress as a mediator between workload and intention to leave work.

This test was conducted in two steps, namely workload testing and intention to leave testing to see the direct effect, and workload testing on intention to leave with work stress as a mediator to see the indirect effect.

Table 16.
Direct Effects between Workload and Intention to Leave Work

			<i>Estimate</i>	<i>Std. Error</i>	<i>z-value</i>	<i>P</i>
Workload	→	Intention to Leave Work	0.194	0.063	3.053	< 0.05

Note. Delta method standard errors, normal theory confidence intervals, ML estimator.

The direct effect of workload and intention to leave work resulted in a correlation coefficient of 0.194 with $p < 0.05$. This means that the direct effect between workload and intention to leave work is significant and has an effect of 0.194, or equivalent to 19.4%. Therefore, we can proceed to test the indirect effect, namely between workload and intention to leave work, with work stress as a mediator.

Table 17.
Indirect Effects between Workload and Intent to Leave with Work Stress as Mediator

				<i>Estimate</i>	<i>Std. Error</i>	<i>z-value</i>	P	
Workload	→	Work Stress	→	Intent to Leave	0.297	0.047	6.271	< .05

Note. Delta method standard errors, normal theory confidence intervals, ML estimator.

The test results show that the above relationship is significant with a p -value < 0.05 . The presence of work stress as a mediator increases the relationship coefficient to 0.297. This means that work stress acts as an indirect effect, increasing employees' intention to leave.

The total effect is the combined magnitude of the direct and indirect effects on employees' intention to leave. The results obtained show a relationship coefficient of 0.297,

$p < 0.05$. These results indicate that the presence of work stress as a mediator, both through the direct and indirect effects, strengthens an employee's desire to leave.

Table 18.

Total Effects of Workload and Intention to Leave Mediated by Work Stress

		<i>Estimate</i>	<i>Std. Error</i>	<i>z-value</i>	<i>p</i>
Workload	→ Intention to Leave	0.490	0.051	9.706	< .05

Note. Delta method standard errors, normal theory confidence intervals, ML estimator.

The relationship between workload and intention to leave work mediated by work stress can explain all significant relationships, $p < 0.05$. The direct relationship between workload and intention to leave work is 0.490, the indirect relationship between work stress and intention to leave work is 0.405, and the indirect relationship between workload and work stress is 0.733. The indirect relationship is the interaction between the magnitude of the relationship between work stress and intention to leave and the magnitude of the relationship between workload and work stress, which is (0.405×0.733) equal to 0.296. Thus, the magnitude of the relationship with work stress as a mediator is the total of the direct and indirect relationships $(0.296 + 0.490)$ equal to 0.786. This magnitude of the relationship aligns with the total effect in Table 20. Work stress acts as a partial mediator because the relationship between workload and employees' intention to leave is significant. This means that some employees experience stress first before developing the intention to leave. However, there are also employees who develop the intention to leave without experiencing work stress.

Table 19.

Explanation of Total Effect, Direct Effect, and Indirect Effect

			<i>Estimate</i>	<i>Std. Error</i>	<i>z-value</i>	<i>p</i>
Work Stress	→	Intention to Leave	0.405	0.060	6.788	< .05
Workload	→	Intention to Leave	0.490	0.051	9.706	< .05
Workload	→	Work Stress	0.733	0.025	29.431	< .05

Note. Delta method standard errors, normal theory confidence intervals, ML estimator.

Looking at the results of testing the mediating role of work stress in the relationship between work load and intention to leave, it can be concluded that work stress is a partial mediator. This is because the relationship between workload and intention to leave in Table 19 above shows a significant relationship. This means that an employee's desire to leave can be direct without the presence of work stress, or it can be mediated through work stress.

Stage 2. Testing the role of social support as a moderator between workload and intention to leave work.

The test results show that the interaction between workload and social support is not significant, $p = 0.170$ ($p > 0.05$). This means that social support as a moderator has no effect on the relationship between workload and intention to leave work.

Table 20.
Results of Testing Social Support as a Moderator in the Relationship between Workload and Intent to Quit

Model	<i>Unstandardized</i>	<i>Sample mean</i>	<i>Standard deviation</i>	<i>T statistics</i>	<i>P values</i>
Workload	0.194	0.189	0.063	3.053	0.002
Work Stress	0.405	0.408	0.060	6.788	0.000
Social Support	-0.337	-0.339	0.056	6.011	0.000
Workload * Social Support	0.104	0.106	0.045	2.301	0.021

Given that the results of the social support test with a significance of $p < 0.05$ ($p = 0.000$), it can be said that social support can be a variable in this study, but not a moderating variable.

Based on the R2 results or the contribution of the research findings, the independent variable, work load, already contributes 65% to the intention to leave the job. This means that work load and work stress are the variables that cause employees to want to leave their jobs. The remaining 35% are other variables not included in the study.

The figure below is a path diagram or relationship between the research variables. It shows that work stress mediates the relationship between workload and intention to leave, while social support moderates the relationship between workload and intention to leave. The path diagram below illustrates the relationships between the variables discussed above.

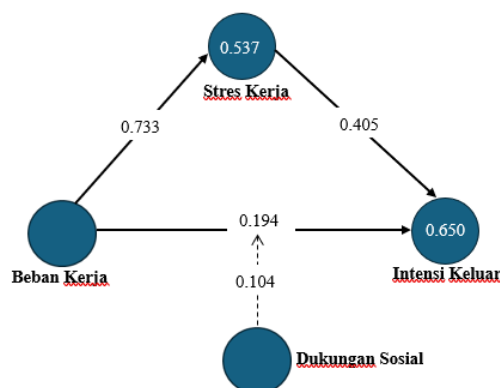


Figure 1.
Path Diagram of the Research Model

The role of workload on intention to leave

Based on the results of data processing, workload and intention to leave showed a correlation value of 0.654, $p < 0.001$, which means that workload has a significant relationship with intention to leave. The higher the workload felt by Generation Z employees in a company, the higher the level of intention to leave among Generation Z employees (Nainggolan and Gunawan 2021). The high level of intention to leave can be seen with workload as an influential factor. How much someone wants to leave or not leave their job is influenced by internal factors. The attribution theory outlined in Shobirin et al. (2023) explains that such behaviour can stem from internal factors such as personal forces (internal strengths). The emergence of workloads may be due to high work targets that must be achieved, work durations that deviate from standard operating procedures (SOPs), and sudden tasks (Shobirin et al., 2023). Workload can be minimised by allocating time to prevent tasks from piling up excessively. Additionally, workload can be avoided by providing regular training for employees to enhance their skills in line with the company's needs (Lathif et al., 2023).

The role of work stress in mediating the relationship between workload and intention to leave work

The results of data processing in this study showed a value of 0.283 with a p -value < 0.001 , which means that work stress can significantly mediate the relationship between workload and intention to leave work. This means that the presence of work stress strengthens the desire of Generation Z employees in a company to leave work. This finding aligns with the results of Wibowo et al. (2021). Therefore, Hypothesis 1 and Hypothesis 2 are accepted. In other words, work-related stress is likely to make employees feel repetitive physical and psychological pressure over the long term (Wibowo et al., 2021). However, initially, without mediation, the relationship between work load and intention to leave is already high. The role of work stress as a mediator in this study is used to clarify the variations that describe the relationships between variables in a more detailed manner. Additionally, it is used to identify research pathways more effectively so that the research context can be intervened upon more comprehensively.

Based on the journal by Wibowo et al. (2021), findings in the field support the statement that if an increase in workload cannot be managed properly by the company, the result will be that employees are very vulnerable to feeling pressure. When an employee responds incorrectly to changes in workload, there is a concern that this will cause dissatisfaction with what they receive. Employees may feel they are not receiving adequate recognition for work done beyond their capabilities and available working hours. When all these factors converge, what is known as work-related stress emerges. Excessive workload and high levels of work-related stress indirectly influence employees to consider or intend to leave their current jobs (Wibowo et al., 2021). This is also supported by the statement from Robbins and Coulter (2010, in Anggraini & Idulfilastri, 2023) that high workloads increase the likelihood of prolonged work-related stress among employees. With work-related stress, employees may be at risk of exhibiting negative attitudes such as boredom, dissatisfaction, cynicism, constant self-doubt, failure, and the potential for workplace violence (Anggraini & Idulfilastri, 2023). Through appropriate and effective stress management, work-related stress can be minimised, and its progression can be prevented (Wanboko et al., 2023).

The role of social support in moderating the relationship between workload and intention to leave work

The results of the social support moderator interaction show a t-value of 1.375 and $p = 0.170 (> 0.05)$, which means that social support as a moderator has no effect in moderating the relationship between workload and intention to leave work. Therefore, there is insufficient evidence to accept Hypothesis 3. However, when viewed as a moderator variable, social support has a significant negative relationship with intention to leave. This condition explains that social support is not actually a moderator variable because the interaction with the workload variable has no effect. It may be more appropriate to consider it as an independent variable or a mediator variable. If it functions as a non-moderator variable, this aligns with the findings of Wibowo et al. (2021). It can be concluded that if used as an independent variable, high social support from family, friends, and supervisors in the workplace can reduce the level of intention to leave among Generation Z employees. The limitations of this study and potential areas for future research include considering participants with contractual employment status to ensure a more structured approach.

CONCLUSION

The conclusion of this study is that workload has a significant effect on intention to leave work, mediated by work stress but not moderated by social support.

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