

THE INFLUENCE OF WORK LIFE-BALANCE, WORKLOAD, AND WORK STRESS ON TURNOVER INTENTION OF GENERATION Z EMPLOYEES PT. RUIFENG HANDE INDONESIA



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Abstract

The purpose of this study is to examine how work-life balance, workload, and job stress affect turnover intention among Generation Z employees at PT Ruifeng Hande Indonesia. Generation Z is known to have high expectations of work-life balance, but is also more vulnerable to work stress and pressure, which can increase their intention to change jobs. The research method used is quantitative with a multiple linear regression approach. The results showed that work stress has a significant effect on turnover intention, while work-life balance and workload do not have a significant effect. This finding indicates that job stress is the main factor that drives Generation Z to leave the company, while work-life balance and workload may be influenced by other factors such as job satisfaction or compensation. The results of this study have an important impact on company management in designing policies that can improve employee welfare and reduce turnover. One way to do this is by creating a more flexible work environment and managing workload more effectively.

Keywords: Work-Life Balance, Workload, Job Stress, Turnover Intention, Generation Z

INTRODUCTION

Turnover Intention is an increasingly serious issue in the globalized world. Due to its far-reaching impact on organizational stability, efficiency and sustainability. This phenomenon not only reflects individuals' dissatisfaction with their jobs but also points to structural weaknesses in human resource management. Turnover intention has been considered an important issue by company management for many years, because it can have a detrimental impact on the organization, such as losing the expertise, experience, and skills of employees. (Ariyani et al., 2022).

Based on a survey conducted by Hay Group (2013) of 700 million employees in 19 countries, it was found that employee turnover rates worldwide showed a significant increase from year to year during the period 2010 to 2018. 2014 was recorded as the year with the highest turnover rate globally. Based on regional data obtained from Gutmann (2016), Indonesia is listed as one of the five countries with the highest percentage of voluntary turnover in the world. Indonesia ranks fourth with 15.8% per year, behind Argentina, Venezuela, and Romania. (Ariyani et al., 2022).

In Indonesia, the results of research by Michael Page (2015) in the Employee Intention Report Indonesia show that 72% of respondents who are workers in Indonesia claim to have a tendency to resign from the company in the next 12 months. The existence of a contract or outsourcing system is also a driving factor for employees to take early resignation steps as a form of anticipation of possible termination of employment. Moreover, when companies do not provide clarity regarding retention, remuneration systems, and career development paths, employees who feel they have high abilities tend to choose to look for opportunities elsewhere. (Ariyani et al., 2022).

Gen Z is now an important part of human resources around the world, including in Indonesia. Born between 1997 and 2012, Generation Z is the first generation to be truly raised in a digital environment. (Ekasani & Kuswinarno, 2024). As a generation that grew up in the digital era, Gen Z has an advantage in technology. They are fluent in using digital devices and applications, adaptable to technology-based work tools, and have the ability to absorb information quickly. This makes them an innovative and highly relevant generation in the modern workforce, especially in fields that require technological expertise. On the other hand, Gen Z is often considered to be more mentally fragile than previous generations. This is due to pressure from social media, high life expectations, and a lack of experience facing challenges head-on. As a result, they tend to feel stressed easily, lose motivation, or experience burnout.

The combination of high expectations for work (such as ideal work environment, work-life balance, and competitive pay) and a vulnerable mentality makes it easier for Gen Z to feel dissatisfied at work. When their needs are not met or they feel uncomfortable, Gen Z tends to decide more quickly to look for other job opportunities. This is based on a report from Gallup in 2022 revealed that 21% of Gen Z employees plan to leave their jobs within the next year, which is the highest percentage among all generations (Subagyo et al., 2024). In Indonesia alone, Gen Z tends to change jobs in a very short period of between 1 to 3 months (31.82%) which is shorter than other generations. (Wibowo et al., 2024).

Work-life balance, along with excessive workload and emotional stress at work, can lead to increased turnover intention. This phenomenon, which reflects an individual's desire to leave their job, is a major concern for organizations trying to retain top talent. The

application of work-life balance aims to enable employees to manage the time of work obligations and other obligations outside of work. If work-life balance is well maintained, employees will feel that the atmosphere at work is like their own home (Dewi & Krisnadi, 2023). Work-life balance is an aspect that needs to be prioritized by companies as a form of attention to employee needs. By paying attention to this, employees can work more optimally. (Malasari, 2022)

Work-life balance, workload, and work stress are becoming increasingly relevant topics in the world of work in Indonesia. Rapid economic development and international competition have made many companies demand the best performance from their employees. However, these demands often compromise work-life balance, affecting an individual's ability to manage time and energy effectively. This imbalance can lead to excessive physical and mental strain, especially when high workloads are accompanied by job stress. In the long run, these conditions negatively impact employee job satisfaction and potentially increase the risk of turnover intention. This phenomenon attracts serious attention from companies in Indonesia, as high turnover rates not only impact considerable recruitment and training costs, but also affect the stability and productivity of the organization as a whole.

This article aims to analyze the influence of work-life balance, workload, and stress on the turnover intention of generation Z employees. With a deeper understanding of these issues, it is hoped that organizations can design more effective management strategies to improve employee retention amidst increasingly fierce competition.

REVIEW OF LITERATURE

Work-Life Balance

Work-life balance is an important element in efforts to create employee comfort at work, because they are human beings who not only have professional lives, but also personal lives as individuals, family members, and communities. According to (Fisher et al., 2009) work-life balance is an effort made by an individual to balance the two roles that are being carried out. According to (Alianto & Anindita, 2018) defines work-life balance as a balanced condition between work responsibilities and personal lives of female and male employees in carrying out their responsibilities as employees in a company. (Singh & Koradia, 2017) Work-life balance is defined as a condition in which a worker feels able to maintain a balance between work responsibilities and commitments outside of work that are an important part of his or her life. Meanwhile, according to Maslichah & Hidayat in (Fitri & Hurriyati, 2024) states that work-life balance is a form of balance that exists in a person's life where a person does not set aside his duties and obligations in work and various aspects of his life. Meanwhile, Daipura & Kakar in (Isa & Indrayati, 2023) state that work-life balance is a balance between work and life, feeling comfortable at work and having a commitment to family.

Workload

According to (Putri et al., 2023) workload refers to the amount of tasks or work that needs to be completed by individuals in a certain period of time. Not only does it include the quantity of work, workload also involves the level of complexity, responsibilities assumed, and deadlines set. In general, workload reflects the extent to which work expectations are imposed on a person. (Nurwahyuni, 2019) defining workload is the number of tasks assigned, which is calculated from the results of multiplying the volume of work with time standards,

and is the responsibility of a position or unit in the organization. Meanwhile, according to (Budiasa, 2021) workload is defined as employees' perceptions of the number of tasks assigned to them, as well as the time and energy they need to allocate to complete these tasks. In addition, according to Jufri in (Sutaryo et al., 2024) workload is too much work that can cause tension in a person. Meanwhile, according to (Mahawati et al., 2021) workload can be interpreted as a responsibility that involves physical, mental, and social activities that must be accepted by individuals and completed within a certain time. This burden must be considered properly, given the physical abilities and limitations that workers have in handling these tasks.

Work Stress

(Ahn & Chaoyu, 2019) defines job stress as an employee's reaction to workplace characteristics that appear mentally and physically threatening. According to Mangkunegara in (Widarta, 2019) work stress can be interpreted as a feeling of pressure or pressure experienced by employees when carrying out their job duties. Robbins in (Arwidiana & Citrawati, 2023) states that work stress is a condition in which a person experiences tension due to conditions that affect him. In addition (Zainal et al., 2015) defines that work stress is a state of tension that causes physical and mental imbalance, which has an impact on emotions, thinking, and the overall condition of employees.

Turnover Intention

Today's business organizations are facing a major problem of critical employees leaving the organization. (Lestari & Margaretha, 2021) Turnover intention is defined as an employee's desire to leave their organization in search of a better job. According to Lum et al. in (Kartono, 2017) states that turnover intention is the desire to leave the organization. Meanwhile, according to Marhamah in (Sutaryo et al., 2024) turnover intention is the tendency or intention of employees to stop working from their jobs. In addition, according to Tett & Meyer (Berisha & Lajçi, 2021) turnover intention is an intention that arises consciously and deliberately from a person to leave or leave the organization where he works. According to Mobley et al (Aviantono, 2023) turnover intention is the encouragement or intention of an employee to voluntarily resign from his job or move to another workplace based on his personal decision.

The Effect of Work-Life Balance on Turnover Intention

A good work-life balance can have a negative effect on reducing turnover intention in employees. This means that the better the balance between employees' work and personal lives, the less likely they are to have the intention to leave the job. As with the results of research put forward by (Barage & Sudarusman, 2022), (Sismawati & Lataruva, 2020), and (Hafid & Prasetio, 2017), which state that there is a negative influence of work-life balance on turnover intention.

H1 : There is an influence of Work-Life Balance (X1) on Turnover Intention (Y)

The Effect of Workload on Turnover Intention

High workload can have a positive effect on turnover intention. In other words, the greater the workload felt by employees, the stronger their desire to leave the organization. This is in line with research revealed by (Ayuningrum & Surya, 2024), (Fitriantini et al., 2020), and (Riani & Putra, 2017).

H2 : There is an Effect of Workload (X2) on Turnover Intention (Y)

The Effect of Work Stress on Turnover Intention

High job stress can have a positive impact on the intention to leave the organization. The greater the level of stress experienced by employees, the higher their tendency to leave the workplace. This is in line with the research revealed by (Deswarta et al., 2021), and (Hidayati & Rizalti, 2021).

H3 : There is an effect of Job Stress (X3) on Turnover Intention (Y)

The Influence of Work-Life Balance, Workload and Work Stress on Turnover Intention

Work-life balance, workload and work stress have a positive influence on turnover intention where imbalance between work and personal life, high workload, and excessive stress levels tend to increase employees' desire to leave the organization. This is based on research conducted by (Pratiwi et al., 2022).

H4 : There is an influence of Work-Life Balance (X1), Workload (X2), and Work Stress (X3) on Turnover Intention (Y).

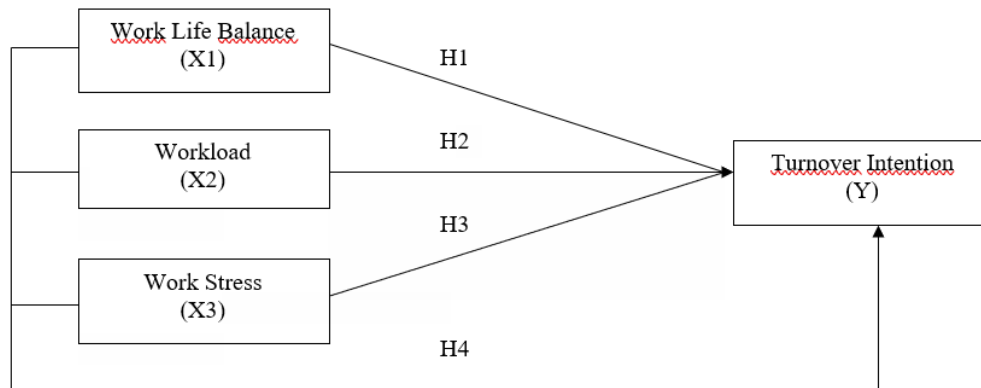


Figure 1
Conceptual Framework

Hypotheses :

H1 : Work-life balance negatively affects turnover intention

H2 : Workload has a positive effect on turnover intention

H3 : Work stress has a positive effect on turnover intention

H4 : Work-Life Balance, workload, and work stress simultaneously have a significant effect on turnover intention.

RESEARCH METHOD

This study uses associative research methods, which are quantitative in nature, aiming to determine the relationship or influence between two or more variables. The population in this study was all employees of PT Ruifeng Hande Indonesia, totaling 233 employees. The sampling technique, to determine the sample to be used in this study is to use the census method. Census sampling is a sampling method where all members of the population are used as research samples (Sugiyono, 2018). The data in this study were obtained through distributing questionnaires using a Likert scale. Data analysis was carried out using multiple regression methods. The analysis process begins with testing the validity and reliability of the instrument, followed by the t-test, and ends with the F-test.

RESULTS AND DISCUSSION

Validity Test

Table 1
Validity Test

Variable	Indicator	Rcount	Rtabel	Information
Work-Life Balance (X1)	X1.1	0,429	0,1288	Valid
	X1.2	0,334	0,1288	Valid
	X1.3	0,411	0,1288	Valid
	X1.4	0,472	0,1288	Valid
	X1.5	0,460	0,1288	Valid
	X1.6	0,501	0,1288	Valid
	X1.7	0,428	0,1288	Valid
	X1.8	0,494	0,1288	Valid
	X1.9	0,484	0,1288	Valid
	X1.10	0,587	0,1288	Valid
	X1.11	0,334	0,1288	Valid
	X1.12	0,489	0,1288	Valid
	X1.13	0,333	0,1288	Valid
Workload (X2)	X2.1	0,419	0,1288	Valid
	X2.2	0,417	0,1288	Valid
	X2.3	0,409	0,1288	Valid
	X2.4	0,334	0,1288	Valid
	X2.5	0,475	0,1288	Valid
	X2.6	0,476	0,1288	Valid
	X2.7	0,488	0,1288	Valid
	X2.8	0,351	0,1288	Valid
	X2.9	0,343	0,1288	Valid
	X2.10	0,483	0,1288	Valid
Work Stress (X3)	X3.1	0,377	0,1288	Valid
	X3.2	0,420	0,1288	Valid
	X3.3	0,393	0,1288	Valid
	X3.4	0,447	0,1288	Valid
	X3.5	0,601	0,1288	Valid
	X3.6	0,425	0,1288	Valid
	X3.7	0,477	0,1288	Valid
	X3.8	0,584	0,1288	Valid
	X3.9	0,414	0,1288	Valid
	X3.10	0,512	0,1288	Valid
	X3.11	0,362	0,1288	Valid
	X3.12	0,446	0,1288	Valid
	X3.13	0,334	0,1288	Valid
	X3.14	0,370	0,1288	Valid

Turnover Intention (Y)	X4.1	0,281	0,1288	Valid
	X4.2	0,522	0,1288	Valid
	X4.3	0,527	0,1288	Valid
	X4.4	0,362	0,1288	Valid
	X4.5	0,514	0,1288	Valid
	X4.6	0,271	0,1288	Valid

Source: SPSS 25 for Windows Output Results

Based on the results of the validity test conducted in this study, the independent variables consist of work-life balance, workload, and work stress with the dependent variable, namely turnover intention. All statement items in this study have been declared valid. With a value of $Df = 233 - 3 = 230$, Pearson correlation 0.01. So that the $R_{table} = 0.1288$ is obtained, the value of $R_{hitung} > R_{table}$ (0.1288), which indicates that all statement items in this study are valid.

Reability Test

Table 2
Reability Test

Variable	Cronbach's Alpha	Criteria	Information
Work-Life Balance (X1)	0,807	0,70	Reliable
Workload (X2)	0,818	0,70	Reliable
Job Stress (X3)	0,786	0,70	Reliable
Turnover Intention (Y)	0,773	0,70	Reliable

Source: SPSS 25 for Windows Output Results

Based on the results of the reliability test that has been carried out in this study, the Cronbach's Alpha value for the work-life balance variable (X1) is 0.807, workload (X2) is 0.818, work stress (X3) is 0.786, and turnover intention (Y) is 0.773. With a Cronbach's Alpha value greater than 0.70, it can be concluded that all statements on each variable are reliable because they exceed the standard threshold which is generally considered an indicator of reliability, namely > 0.70 .

Multiple Regression Test

The T test is processed using SPSS with a T table value of 1.6515 obtained from the formula ($df = n - k$). Testing is carried out at a significance level of 0.05, where if the Sig value. < 0.05 then H_0 is rejected and H_A is accepted.

Table 3
T Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8,006	1,680		4,765	,000
	Work Life Balance	,046	,033	,096	1,382	,168
	Workload (X2)	,010	,040	,016	,250	,803
	Job Stress (X3)	,217	,036	,437	6,072	,000

a. Dependent Variable: Turnover Intention

Source: SPSS 25 for Windows Output Results

Based on the coefficient table that has been presented, it can be concluded that the work-life balance variable and workload have a positive but insignificant effect on turnover intention. Furthermore, the work stress variable has a positive and significant effect on turnover intention.

Table 4
F Test Results

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1065,427	3	355,142	26,001	,000 ^b
	Residual	3127,921	229	13,659		
	Total	4193,348	232			
a. Dependent Variable: Turnover Intention						
b. Predictors: (Constant): Work Stress, Workload, Work Life Balance						

Source: SPSS 25 for Windows Output Results

Based on the results of the ANOVA test that has been carried out, a significance value of $0.000 < 0.05$ is obtained. It can be concluded that there is a significant influence of work-life balance, workload, and work stress on turnover intention.

The Effect of Work-Life Balance on Turnover Intention

The results showed that the work-life balance variable has a positive but insignificant effect on turnover intention. This means that even though employees who have a balance between work and personal life, they are more likely to want to leave the company. This factor does not directly influence their decision to leave the company. This is due to other factors that are more dominant in determining the decision to leave the company, such as career opportunities, compensation, or a less supportive work environment. This research is supported by (Ubaidillah & Cahyana, 2022), (Hariansyah et al., 2023), which states that there is a positive but insignificant influence of work-life balance on turnover intention.

The Effect of Workload on Turnover Intention

Based on the results of the study, it shows that the workload variable has a positive but insignificant effect on turnover intention. This shows that the higher the workload felt by employees, the desire of employees to leave the organization increases. This factor indirectly affects their decision to leave the company. This is due to other more dominant factors such as job satisfaction or work environment that are more likely to influence turnover intention. This research is in line with the findings of (Farida & Melinda, 2019), (Sitorus et al., 2024) and (Prabowo et al., 2024) which state that there is a positive but insignificant influence between workload on turnover intention.

The Effect of Work Stress on Turnover Intention

In contrast to the previous two variables, the results showed that the work stress variable had a positive and significant effect on turnover intention. This means that the higher the level of stress felt by employees, the stronger their urge to leave their company. Factors such as excessive work pressure, unrealistic demands, and an unfavorable work environment contribute to increased job stress, which ultimately encourages employees to leave the company. This research is supported by the findings of (Nasya et al., 2024), (Falakha &

Parwoto, 2020) and (Hernita et al., 2021) which reveal that there is a positive and significant influence between job stress on turnover intention.

The Influence of Work-Life Balance, Workload and Work Stress on Turnover Intention

Based on the simultaneous regression results, it was found that work-life balance, workload, and job stress together have a significant influence on turnover intention. Although work-life balance and workload do not have a significant influence individually, when combined with job stress, these factors substantially increase employees' intention to leave the company. The results of this study are supported based on previous research conducted by (Farida et al., 2023). The three variables are interrelated and have a significant impact on the intention to change jobs.

CONCLUSION

Based on the data analysis conducted, it can be concluded that work-life balance has a positive but insignificant effect on Turnover Intention. This means that the balance between work and personal life is not a major factor in employees' decisions to leave the company.

Workload also has a positive but insignificant effect on Turnover Intention. This shows that high workload is not a major factor in employees' decisions to leave the company.

Job stress has a significant positive influence on employees' intention to leave the company. The higher the level of stress experienced, the more likely they are to leave the workplace.

Work-life balance, workload, and stress experienced at work together have a significant influence on turnover intention. That is, the combination of these three factors collectively increases the likelihood of employees leaving the company.

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