

Turnover Intention among Generation Z Employees: The Role of Workload, Social Support, and the Mediating Effect of Job Stress

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This study investigates the relationships among workload, social support, job stress, and turnover intention among Generation Z employees, with job stress examined as a mediating variable. Using a quantitative causal design, data were collected from 100 Generation Z employees and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS. The results indicate that workload has a positive and significant effect on job stress, while job stress exerts a strong positive influence on turnover intention. Social support significantly affects job stress but shows a negligible direct effect on turnover intention. Mediation analysis confirms that job stress significantly mediates the relationships between workload and turnover intention, as well as between social support and turnover intention, with partial mediation observed for workload and dominant mediation for social support. These findings highlight job stress as a key psychological mechanism linking work conditions to turnover intention. The study contributes to the literature by integrating job demands and social resources in explaining turnover intention among Generation Z employees and provides practical implications for employee retention strategies.

Keywords: Turnover Intention; Job Stress; Workload; Social Support; Generation Z

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1. Introduction

Technological development and digitalization have brought substantial changes to the world of work. According to the International Labour Organization (ILO, 2024), transformations in job characteristics driven by digital technological advancement have reshaped how young workers participate in the labor market. Younger generations are required to adapt more rapidly to evolving work systems, skill demands, and increasingly dynamic work patterns compared to previous generations. These conditions expose younger workers to distinct challenges in both sustaining and navigating their employment relationships.

Generation Z refers to individuals born between 1997 and 2012, who in 2024 are within the age range of approximately 12 to 27 years. At this stage of the life course, members of Generation Z engage in diverse activities, including formal education and early career employment. While a portion of this cohort remains in educational institutions, a growing segment has actively entered the workforce and begun their professional trajectories.

Amid rapid socio-economic and technological changes, a comprehensive understanding of Generation Z's characteristics, preferences, and work experiences has become increasingly essential for organizations. Such understanding is crucial for firms seeking to attract, engage, and retain high-quality human resources with strong organizational commitment. Failure to align organizational practices with the expectations and needs of this generation may weaken employee retention and long-term workforce sustainability.

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Based on official statistics from Statistics Indonesia (Badan Pusat Statistik/BPS, 2025), the 15–24 age group, which largely represents Generation Z, records the highest unemployment rate among all age cohorts. This condition reflects structural challenges in the absorption of young workers into the labor market and indicates employment instability among younger generations. The relatively high unemployment rate further suggests that Generation Z faces considerable barriers in securing stable employment opportunities.

In addition, a national survey conducted by JakPat (2024) involving more than 1,200 Generation Z respondents in Indonesia reveals a high frequency of job mobility among this cohort. The findings indicate that 31% of Generation Z employees have changed companies once, while 43% remain in their first job. Meanwhile, 15% reported changing jobs twice, 3% three times, and 8% more than four times. These patterns demonstrate that job switching has become a common phenomenon among Generation Z employees. The survey also reports that approximately three out of ten Generation Z employees remain in one organization for only one to two years, indicating relatively low job retention and reinforcing the prevalence of turnover intention within this generation. Given that most Generation Z individuals enter the labor market between the ages of 18 and 20, the tendency to change jobs early in their careers suggests an early formation of intentions to seek alternative employment.

Table 1. Open Unemployment Rate by Age Group in Indonesia

Age Group	Open Unemployment Rate (%)
15–19	22.34
20–24	15.34
25–29	7.14
30–34	3.37
35–39	2.25
40–44	1.9
45–49	1.77
50–54	1.75
55–59	1.59
60+	1.49
Average	4.91

Source: National Labor Force Survey (Sakernas), Statistics Indonesia (BPS). 2025

Previous studies consistently indicate that younger workers, including Generation Z, exhibit higher turnover intention compared to older generations. Wahyuningrum and Khan (2023) report that job stress and discrepancies between employee expectations and actual working conditions significantly contribute to turnover intention among Generation Z employees. Early-career employees are particularly vulnerable to work-related pressures, making them more susceptible to developing intentions to leave their organizations. These findings highlight that contemporary work environments may amplify turnover intention among Generation Z, posing a strategic challenge for organizations.

Turnover intention is defined as an employee's voluntary psychological tendency or deliberate intention to leave the organization, which precedes actual turnover behavior (Ardan & Jaelani, 2021). High levels of turnover intention are widely recognized as a strong predictor of actual employee turnover. Elevated turnover rates among Generation Z impose substantial financial and organizational costs, including recruitment expenses, training investments, and the loss of organizational knowledge and experience. Accordingly, identifying the determinants that either exacerbate or mitigate turnover intention among Generation Z employees constitutes a critical concern in contemporary human resource management.

Empirical evidence suggests that Generation Z employees demonstrate relatively lower organizational loyalty compared to previous generations. Latief and Ridloah (2025) report that Generation Z exhibits a strong tendency to remain in an organization for a limited period and shows greater openness to alternative employment opportunities. This pattern underscores the challenge of sustaining employee loyalty among Generation Z and implies that turnover intention may increase if not effectively managed through appropriate organizational strategies.

Job stress has been identified as one of the most influential factors increasing employees' propensity to leave their organizations. Inggartika and Khoiriah (n.d.) found that job stress significantly affects turnover intention among Generation Z employees, reinforcing the link between psychological strain at work and employees' intentions to resign. Sartika (2023) conceptualizes job stress as a negative emotional state arising when job demands or work environments exceed an individual's capabilities and personal resources, triggering feelings of anxiety, tension, fear, and unease. Such psychological strain may also manifest in physical symptoms, thereby impairing employees' ability to cope effectively with work-related demands.

Job stress emerges when individuals experience physical, mental, or emotional pressure due to work demands that surpass their available resources and capacities. Common sources of job stress include excessive workload, limited job control, insufficient social support, role conflict, job insecurity, and unhealthy work environments. Prolonged exposure to these stressors may negatively affect employees' physical and mental health, leading to fatigue, reduced concentration, and diminished overall well-being (Zainal & Ashar, 2023). Consequently, effective stress management is essential to enable employees to maintain optimal performance and balance between job demands and personal conditions.

These adverse conditions are particularly pronounced among Generation Z employees who are still at the early stages of their careers. They are required to adapt rapidly to new work environments, performance targets, and organizational cultures. Wahyuningrum and Khan (2023) demonstrate that job stress exerts a positive and significant effect on turnover intention among Generation Z employees, indicating that higher perceived job stress corresponds to stronger intentions to leave the organization. This evidence confirms that unmanaged job stress constitutes a critical antecedent of turnover intention among younger workers.

Workload arises from the interaction between job demands, work environments, and employees' skills, behaviors, and perceptions. It reflects the volume and intensity of tasks that must be completed within a given time frame using available physical and mental capacities. When job demands exceed employees' capabilities, time constraints, or competence levels, workload becomes a significant source of job stress (Budiasa, 2021). Subagyo et al. (2024) further argue that excessive workload disrupts work-life balance, increases the risk of burnout, and indirectly elevates turnover intention among Generation Z employees. Although workload may not always exert a direct effect on turnover intention, disproportionate task allocation can intensify burnout and subsequently strengthen employees' intentions to leave the organization.

Appropriate workload allocation enables organizations to assess employees' optimal work capacities and prevent excessive strain (Simanjuntak & Frimayasa, 2023). In addition to workload, social support plays a crucial role in mitigating job stress. According to Sitepu, as cited in Muiz et al. (2022), social support constitutes a social resource that assists individuals in coping with stressful situations through helpful behaviors that generate positive outcomes. The presence of social support reduces excessive anxiety and minimizes psychological distress. Lie and Darmasetiawan, as cited in Muiz et al. (2022), further emphasize that interpersonal relationships, particularly with colleagues and close social networks, provide emotional support that alleviates psychological pressure and enhances individuals' coping capacities when confronting workplace challenges.

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Overall, the high prevalence of turnover intention among Generation Z presents a significant organizational challenge. Their tendency to change jobs within relatively short periods may generate substantial costs for firms, including recruitment expenditures, training investments, and productivity losses. Therefore, examining the roles of workload and social support, as well as the mediating function of job stress, is essential for developing evidence-based human resource strategies aimed at strengthening employee retention among Generation Z.

2. Literature Review and Problem Statement

Turnover Intention among Generation Z Employees

Turnover intention refers to an employee's conscious and deliberate willingness to leave an organization and is widely recognized as a strong antecedent of actual turnover behavior (Ardan & Jaelani, 2021). In the context of human resource management, turnover intention represents an early warning signal of potential workforce instability and organizational sustainability risks. High turnover intention is associated with substantial organizational costs, including recruitment expenses, training investments, productivity loss, and the erosion of institutional knowledge.

Empirical studies consistently report that younger employees, particularly those belonging to Generation Z, exhibit higher levels of turnover intention compared to older cohorts. This phenomenon is often attributed to the early career stage of Generation Z, characterized by exploratory career behavior, heightened mobility, and lower organizational attachment (Latief & Ridloah, 2025). Generation Z employees tend to prioritize career development opportunities, work-life balance, meaningful work, and supportive organizational climates. When these expectations are unmet, their intention to seek alternative employment increases. Consequently, understanding the determinants of turnover intention among Generation Z employees is critical for organizations seeking to enhance employee retention in increasingly competitive labor markets.

Job Stress and Turnover Intention

Job stress is commonly conceptualized as a negative psychological and emotional response that arises when job demands exceed an individual's resources, capabilities, or coping capacity (Sartika, 2023). Prolonged exposure to job-related stressors has been shown to impair employees' psychological well-being, job satisfaction, and organizational commitment, while simultaneously increasing turnover intention. In high-demand work environments, employees experiencing sustained stress are more likely to perceive withdrawal from the organization as a coping strategy.

Previous studies provide robust empirical support for the positive relationship between job stress and turnover intention. Wahyuningrum and Khan (2023) demonstrate that job stress significantly predicts turnover intention among Generation Z employees, indicating that heightened psychological pressure increases the likelihood of employees considering leaving their organizations. Similarly, Inggartika and Khoiriah (n.d.) report that job stress exerts a significant effect on turnover intention among younger employees, reinforcing the argument that stress-related experiences at work play a central role in shaping employees' withdrawal cognitions. These findings underscore job stress as a critical mechanism linking adverse work conditions to turnover intention among Generation Z employees.

Workload, Job Stress, and Turnover Intention

Workload reflects the volume and intensity of tasks that employees are required to complete within a given period, relative to their physical and mental capacities (Budiasa, 2021). Excessive workload has been widely recognized as a primary source of job stress, particularly when job demands are disproportionate to employees' skills, time resources, and recovery opportunities. For early-career employees such as

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Generation Z, high workload may exacerbate adjustment difficulties, intensify fatigue, and accelerate the onset of burnout.

Subagyo et al. (2024) argue that disproportionate workload disrupts work–life balance and increases burnout risk, which in turn elevates turnover intention. Although workload does not always exert a direct effect on turnover intention, empirical evidence suggests that its impact is often indirect through psychological strain and burnout. Simanjuntak and Frimayasa (2023) emphasize the importance of effective workload management in preventing excessive work pressure and safeguarding employees' well-being. In the context of Generation Z, who are still developing coping strategies for workplace demands, unmanaged workload is likely to function as a salient stressor that indirectly amplifies turnover intention through increased job stress.

Social Support, Job Stress, and Turnover Intention

Social support in the workplace refers to the availability of emotional, informational, and instrumental assistance from supervisors, colleagues, and the broader social environment. Social support serves as a critical psychosocial resource that enables individuals to cope more effectively with job-related stressors (Muiz et al., 2022). Supportive interpersonal relationships reduce anxiety, foster a sense of belonging, and enhance employees' perceived capacity to manage work demands.

The stress-buffering hypothesis suggests that social support mitigates the adverse effects of work stress on psychological well-being and work-related outcomes. Lie and Darmasetiawan, as cited in Muiz et al. (2022), contend that emotional support from close colleagues and social networks reduces psychological strain and facilitates adaptive coping. For Generation Z employees, who place high value on social connectedness and collaborative work environments, perceived social support is particularly salient. Adequate social support may alleviate job stress and, consequently, reduce turnover intention. Conversely, a lack of supportive relationships may intensify perceived stress and accelerate employees' intention to leave the organization.

Problem Statement and Research Gap

Despite the growing body of literature on turnover intention, several gaps remain in the context of Generation Z employees, particularly within emerging economies. First, existing studies predominantly examine the direct effects of workload and social support on turnover intention, while the mediating role of job stress has received limited empirical attention in Generation Z populations. Second, much of the empirical evidence has been generated in Western organizational contexts, thereby constraining the generalizability of findings to non-Western labor markets with distinct socio-cultural and economic characteristics. Third, the rapid digitalization of work and evolving employment structures have introduced new stressors for young employees, yet the combined influence of workload and social support on job stress and turnover intention remains underexplored.

In Indonesia, where Generation Z constitutes an increasing proportion of the workforce and faces relatively high labor market volatility, empirical evidence on the psychosocial determinants of turnover intention remains scarce. The high prevalence of job mobility among Generation Z suggests that traditional retention strategies may be insufficient to address contemporary workforce dynamics. Therefore, a more integrative analytical framework that simultaneously examines workload and social support as antecedents of job stress, and job stress as a mediator of turnover intention, is required. Addressing this gap, the present study seeks to empirically investigate the structural relationships among workload, social support, job stress, and turnover intention among Generation Z employees, thereby contributing to both theoretical advancement and evidence-based human resource management practices.

3. Method

Research Design

This study employed a quantitative approach with a causal research design to examine the structural relationships among workload, social support, job stress, and turnover intention among Generation Z employees. The causal design was selected to test hypothesized cause–effect relationships and to analyze the mediating role of job stress in the relationship between workload and social support on turnover intention. A quantitative approach is appropriate for hypothesis testing and statistical inference regarding the magnitude and direction of relationships between latent constructs (Creswell, 2014).

Population and Sample

The population of this study comprised Generation Z employees; however, the exact population size was unknown. Therefore, a non-probability sampling technique, namely purposive sampling, was applied. Respondents were selected based on the following inclusion criteria: (1) belonging to Generation Z (born between 1997 and 2012), (2) currently employed as active employees, and (3) having a minimum tenure of six months in their current organization to ensure adequate exposure to workplace conditions and organizational practices.

The minimum sample size was determined based on the guidelines proposed by Hair et al. (2019), which recommend a sample size of at least five to ten times the number of indicators used in the measurement model for PLS-SEM analysis. With a total of 20 measurement indicators, the minimum required sample size ranged from 100 to 200 respondents. In this study, data were collected from 100 respondents, which meets the minimum threshold for PLS-SEM analysis and provides sufficient statistical power to estimate the structural relationships in the proposed model.

Data Collection Procedure

Primary data were collected using a structured self-administered questionnaire distributed to Generation Z employees working in various organizations. The questionnaire was delivered both online and offline to maximize response rates. Prior to data collection, respondents were informed about the purpose of the study and assured of the confidentiality and anonymity of their responses. Participation was voluntary, and informed consent was obtained from all participants. The data collection process was conducted over a defined period to ensure consistency in respondents' work contexts and minimize temporal bias.

Measurement of Variables

All constructs in this study were measured using multi-item scales adapted from prior validated instruments to ensure content validity. Responses were assessed using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The operational definitions of the constructs are as follows:

- a. Workload (WL): measured by indicators reflecting task quantity, time pressure, and perceived workload intensity (Budiasa, 2021; Subagyo et al., 2024).
- b. Social Support (SS): measured by items capturing emotional and instrumental support from supervisors and colleagues (Muiz et al., 2022).
- c. Job Stress (JS): measured by indicators reflecting psychological strain, emotional tension, and perceived stress arising from work demands (Sartika, 2023).
- d. Turnover Intention (TI): measured by items indicating employees' conscious intention to leave the organization (Ardan & Jaelani, 2021).

All measurement items were translated and adapted to the study context. A pilot test was conducted to ensure item clarity and comprehensibility. Necessary modifications were made prior to full-scale data collection.

Data Analysis Technique

Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS version 3. PLS-SEM was chosen due to its suitability for predictive research, complex mediation models, and relatively small sample sizes, as well as its robustness to non-normal data distributions (Hair et al., 2019). The analysis followed a two-stage procedure:

1. Measurement Model Evaluation.

The reliability and validity of the constructs were assessed through:

- a. Indicator reliability: outer loadings ≥ 0.70 ;
- b. Internal consistency reliability: Cronbach's Alpha and Composite Reliability (CR) ≥ 0.70 ;
- c. Convergent validity: Average Variance Extracted (AVE) ≥ 0.50 ;
- d. Discriminant validity: assessed using the Heterotrait–Monotrait (HTMT) ratio, with threshold values below 0.85.

2. Structural Model Evaluation.

The structural relationships among constructs were evaluated by examining:

- a. Path coefficients (β) and their statistical significance using bootstrapping (5,000 resamples);
- b. Coefficient of determination (R^2) to assess the explanatory power of the model;
- c. Effect size (f^2) to evaluate the relative impact of each exogenous construct;
- d. Predictive relevance (Q^2) using the blindfolding procedure;
- e. Collinearity assessment using Variance Inflation Factor (VIF) to ensure the absence of multicollinearity.

The mediating effect of job stress was tested using the bootstrapping approach to evaluate the significance of indirect effects. Mediation was classified as full or partial based on the significance of both direct and indirect paths.

4. Results and Discussion

Measurement Model (Outer Model) Evaluation

The outer model evaluation was conducted to ensure that the measurement instruments were both valid and reliable. Convergent validity was assessed using outer loadings and the Average Variance Extracted (AVE). The results indicate that all indicators exhibit outer loading values above the recommended threshold of 0.70, suggesting that each indicator strongly represents its corresponding latent construct (Frimayasa & Suprayitno, 2025). Therefore, all constructs in this study satisfy the criteria for convergent validity and are deemed appropriate for further structural model testing.

Table 1. Average Variance Extracted (AVE)

Construct	AVE
Workload	0.927
Social Support	0.84
Job Stress	0.854
Turnover Intention	0.877

All AVE values exceed the minimum threshold of 0.50, indicating good convergent validity. Moreover, AVE values above 0.80 reflect very strong convergent validity, suggesting that the indicators share a high proportion of variance with their respective constructs.

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Reliability Assessment

Reliability was evaluated using Composite Reliability (CR) and Cronbach's Alpha, with recommended cut-off values above 0.70 (Hair et al., 2019). The results demonstrate excellent internal consistency reliability across all constructs.

Table 2. Composite Reliability (CR)

Construct	CR
Workload	0.981
Social Support	0.963
Job Stress	0.967
Turnover Intention	0.973

Table 3. Cronbach's Alpha

Construct	Cronbach's Alpha
Workload	0.974
Social Support	0.952
Job Stress	0.957
Turnover Intention	0.964

All reliability coefficients exceed 0.90, indicating excellent reliability. This implies that the indicators consistently measure their respective constructs and that the measurement model exhibits strong internal consistency.

Structural Model (Inner Model) Evaluation

The explanatory power of the structural model was assessed using the coefficient of determination (R^2). The results show that workload and social support jointly explain 93.3% of the variance in job stress ($R^2 = 0.933$), while workload, social support, and job stress explain 94.5% of the variance in turnover intention ($R^2 = 0.945$). The adjusted R^2 values are highly similar to the R^2 values, indicating model stability and minimal estimation bias.

Table 4. Coefficient of Determination (R^2)

Endogenous Construct	R^2	Adjusted R^2
Job Stress	0.933	0.932
Turnover Intention	0.945	0.943

According to Hair et al. (2019), R^2 values above 0.75 indicate substantial explanatory power. Thus, the structural model demonstrates very strong explanatory capability.

Effect Size (f^2)

Effect size (f^2) was examined to assess the relative contribution of each exogenous variable to the endogenous constructs.

Table 5. Effect Size (f^2)

Exogenous → Endogenous	Job Stress	Turnover Intention
Workload	1.574	0.527
Social Support	2.062	0.001
Job Stress	–	2.051

The results indicate that workload and social support exert very strong effects on job stress. Job stress demonstrates the most dominant effect on turnover intention. The direct effect of social support on turnover

intention is negligible, suggesting that its influence is primarily indirect through job stress. These findings reinforce the strategic role of job stress as a key mediating mechanism in the model.

Predictive Relevance (Q²)

Predictive relevance (Q²) was assessed using the blindfolding procedure.

Table 6. Predictive Relevance (Q²)

Construct	SSO	SSE	Q ²
Job Stress	52.981	19.196	0.638
Turnover Intention	68.532	13.64	0.801

The Q² values for job stress and turnover intention are well above zero, indicating strong predictive relevance. This suggests that the model has high predictive accuracy for the endogenous constructs.

Hypothesis Testing: Direct Effects

Hypotheses were tested using the bootstrapping procedure in SmartPLS, with p-values below 0.05 indicating statistical significance.

Table 7. Direct Effects

Path	β	p-value
Workload → Job Stress	0.483	0.000
Workload → Turnover Intention	-0.407	0.001
Social Support → Job Stress	0.552	0.000
Social Support → Turnover Intention	0.018	0.005
Job Stress → Turnover Intention	1.301	0.000

The results indicate that workload has a positive and significant effect on job stress, implying that increased job demands elevate stress levels among Generation Z employees. Although the direct effect of workload on turnover intention is statistically significant with a negative coefficient, job stress exhibits a substantially stronger positive effect on turnover intention, indicating that psychological mechanisms via stress constitute the dominant pathway. Social support significantly influences job stress, while its direct effect on turnover intention is negligible, suggesting that social support primarily operates indirectly through job stress.

Hypothesis Testing: Indirect (Mediating) Effects

Table 8. Indirect Effects (Mediation Test)

Indirect Path	β	t-value	p-value
Workload → Job Stress → Turnover Intention	0.628	3.774	0.000
Social Support → Job Stress → Turnover Intention	0.719	5.013	0.000

Discussion

This study provides empirical evidence on the mechanisms underlying turnover intention among Generation Z employees by integrating workload and social support as antecedents and job stress as a mediating variable. The positive and significant effect of workload on job stress supports the Job Demands–Resources (JD–R) model, which posits that excessive job demands deplete employees’ psychological resources and elevate stress levels. For Generation Z employees, who are at an early career stage and still developing coping strategies, disproportionate workload intensifies adjustment difficulties and accelerates stress responses. This finding is consistent with Budiasa (2021) and Subagyo et al. (2024), who reported that excessive workload increases burnout and psychological strain.

Job stress exhibits a strong positive effect on turnover intention, corroborating stress-strain-outcome frameworks that conceptualize withdrawal cognitions as behavioral outcomes of prolonged strain. This result aligns with Wahyuningrum and Khan (2023) and Inggartika and Khoiriah (n.d.), who documented that job stress significantly predicts turnover intention among Generation Z employees. The magnitude of the stress-turnover pathway in this study indicates that psychological strain is a central proximal driver of turnover intention in contemporary work settings characterized by rapid change and performance pressure.

The role of social support in this study highlights the stress-buffering perspective. Although social support does not exert a substantive direct effect on turnover intention, its significant relationship with job stress suggests that supportive interpersonal climates primarily influence turnover intention indirectly by alleviating or shaping employees' stress experiences. This finding is consistent with Muiz et al. (2022), who emphasize that emotional and instrumental support reduces anxiety and enhances coping capacity. The stronger indirect effect of social support via job stress, compared to workload, indicates that relational resources are particularly salient for Generation Z employees, who value social connectedness and supportive organizational cultures.

The mediation analysis confirms that job stress functions as a key psychological mechanism linking work conditions to turnover intention. The partial mediation observed in the workload-turnover intention relationship suggests that workload may also exert direct cognitive or motivational effects on employees' withdrawal intentions, while the dominant mediation in the social support pathway underscores the centrality of stress processes in translating relational experiences into turnover cognitions. Collectively, these findings extend prior research by offering an integrative model that explains how job demands and social resources shape turnover intention through stress dynamics in a non-Western context.

5. Conclusion

This study examined the effects of workload and social support on turnover intention among Generation Z employees, with job stress serving as a mediating mechanism. The findings demonstrate that excessive workload significantly increases job stress, which in turn strongly predicts turnover intention. Job stress emerges as the most influential proximal determinant of turnover intention, underscoring the central role of psychological strain in shaping employees' withdrawal cognitions. Social support primarily affects turnover intention indirectly by influencing job stress, highlighting the importance of supportive interpersonal climates in mitigating stress-related turnover risks. The mediation results indicate partial mediation for workload and dominant mediation for social support, confirming job stress as a critical explanatory pathway linking work conditions to turnover intention.

Theoretically, this study extends the Job Demands-Resources perspective by evidencing the mediating role of job stress in the Generation Z workforce within an emerging economy context. Practically, organizations should prioritize proportional workload allocation, stress management interventions, and the cultivation of supportive social environments to reduce turnover intention among Generation Z employees. Future research may incorporate longitudinal designs and additional psychosocial resources to further refine the explanatory model of turnover intention in dynamic work environments.

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