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Evaluation of job stress as a mediator of the relationship between multitasking and Workload on turnover Intention of Gen Z female employees at PT. Batang Apparel Indonesia

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This study examines the effects of multitasking and Workload on turnover intention, with job stress as a mediating variable among female Generation Z employees at PT. Batang Apparel Indonesia. A quantitative approach with an explanatory research design was employed. Data were collected through questionnaires distributed to female Generation Z employees selected through purposive sampling and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). Workload also has a positive and significant effect on job stress ($\beta = 0.467$; $p < 0.05$) and turnover intention ($\beta = 0.225$; $p < 0.05$).Furthermore, job stress has a positive and significant effect on turnover intention ($\beta = 0.423$; $p < 0.05$). The R-square values indicate that multitasking and Workload explain 69.7% of the variance in job stress, whereas multitasking, Workload, and job stress together explain 70.7% of the variance in turnover intention. The study concludes that higher levels of multitasking and Workload increase job stress and turnover intention. Job stress also plays a significant mediating role in the relationship between multitasking, Workload, and turnover intention.
Keywords: Generation Z; Job Stress; Multitasking; Turnover Intention; Workload

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1. Introduction

The garment industry is a labor-intensive sector facing high production demands due to global competition and rapidly evolving market trends. These conditions require employees to work effectively under the pressure of production targets, tight deadlines, and complex tasks. At PT Batang Apparel Indonesia, a regular (non-shift) work system with consistent production targets has the potential to increase team member workloads and psychological stress. As Generation Z's workforce becomes increasingly dominant, companies also face new challenges, as this generation tends to place high emphasis on mental health, work-life balance, and a comfortable work environment. When these expectations are not met, employees are more likely to leave the organization or have higher turnover intentions.

Workload and multitasking demands are factors suspected of influencing turnover intention. A high workload can lead to physical and mental fatigue, while excessive multitasking can increase cognitive load and reduce focus at work. According to Cognitive Load Theory, limited individual cognitive capacity can cause multitasking to increase work stress. Furthermore, prolonged work stress can increase employees' desire to leave the organization. Previous research has shown that Workload and job stress have a positive effect on turnover intention. However, research integrating multitasking and Workload as factors influencing turnover intention, with job stress as a mediating variable, remains limited, particularly among Generation Z female employees in the apparel industry. Based on these conditions, this study aims to

analyze the influence of multitasking and Workload on turnover intention, with work stress as a mediating variable in Generation Z female employees at PT Batang Apparel Indonesia. The results are expected to contribute to the development of human resource management science and provide input for companies in managing Workload and reducing team member turnover intention.

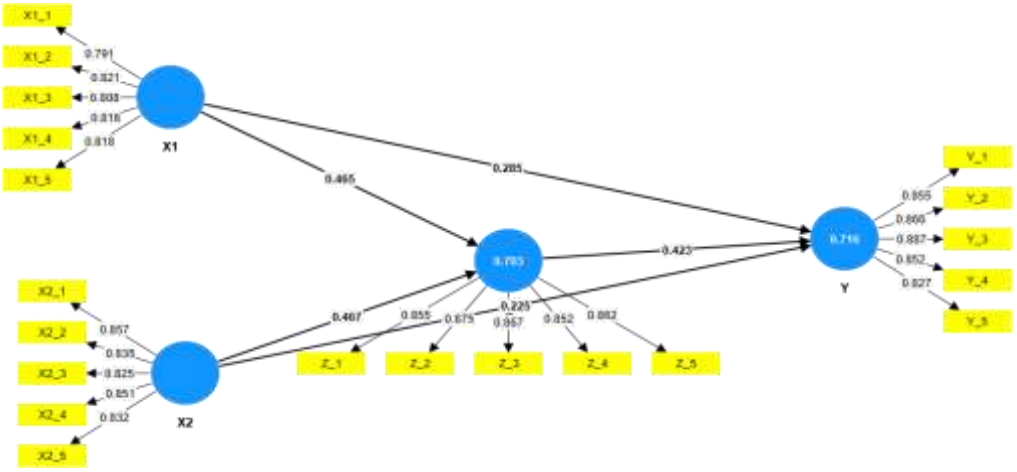
2. Method

This study uses a quantitative approach with a causal-associative research design to examine the effects of multitasking and Workload on turnover intention, with work stress as a mediating variable. The study population comprised all female Generation Z employees at PT Batang Apparel Indonesia. The sample was determined using a purposive sampling technique with the following criteria: (1) Generation Z female employees (born 1997–2012), (2) having a minimum work period of six months, and (3) willing to be research respondents. The research data consist of primary and secondary data. Primary data were obtained through questionnaires using a 1–5 Likert scale, while secondary data were obtained from company documents, personnel data, and relevant scientific literature. The variables studied included multitasking (X1) and Workload (X2) as independent variables, work stress (Z) as a mediating variable, and turnover intention (Y) as the dependent variable. Data analysis was conducted using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) with SmartPLS 4.0 software. The analysis stages include descriptive analysis; evaluation of the measurement model (outer model) through validity and reliability tests; evaluation of the structural model (inner model); and testing of mediation effects using bootstrapping techniques. The SEM-PLS method was chosen because it can analyze complex relationships among variables and test both direct and indirect influences within the research model.

3. Results and Disccusion

Instrument Test

The analysis method using *Partial Least Squares* (PLS) is a *Structural Equation Modeling* (SEM) approach based on variance. Evaluation of the *Partial Least Squares* (PLS) model is based on two fundamental evaluations: evaluation of the outer model (measurement results) and evaluation of the structural model (*inner model*). The validity test criteria in a study refer to the magnitude of *the outer loading* of each indicator on its latent variable. Evaluation of *the outer model* uses the *Partial Least Squares* (PLS) test, a multivariate statistical technique that can handle many response and explanatory variables simultaneously. The test will be described as follows:



Measurement Model (*Outer Model*)

The measurement model with reflective indicators was evaluated for convergent validity and composite reliability of the block indicators.

a. Convergent Validity

Convergent validity is used to assess the validity of reflective indicators as measures of variables, as reflected in *the outer loadings* of each variable indicator. If the *outer loading value* exceeds 0.70, the instrument is considered valid (Sarwono, 2014). An acceptable *outer loading value* is 0.50, and values below 0.50 can be excluded from the analysis (Ghozali, 2016).

Table 1. *Outer Loadings* Results

Indicator	Latent Variable Score	*Loading* Limit	Information
X1.1	0.791	0.5 – 0.7	Valid
X1.2	0.821	0.5 – 0.7	Valid
X1.3	0.808	0.5 – 0.7	Valid
X1.4	0.816	0.5 – 0.7	Valid
X1.5	0.818	0.5 – 0.7	Valid
X2.1	0.857	0.5 – 0.7	Valid
X2.2	0.835	0.5 – 0.7	Valid
X2.3	0.825	0.5 – 0.7	Valid
X2.4	0.851	0.5 – 0.7	Valid
X2.5	0.832	0.5 – 0.7	Valid
Y.1	0.855	0.5 – 0.7	Valid
Y.2	0.866	0.5 – 0.7	Valid
Y.3	0.887	0.5 – 0.7	Valid
Y.4	0.852	0.5 – 0.7	Valid
Y.5	0.827	0.5 – 0.7	Valid
Z.1	0.855	0.5 – 0.7	Valid
Z.2	0.875	0.5 – 0.7	Valid
Z.3	0.867	0.5 – 0.7	Valid
Z.4	0.852	0.5 – 0.7	Valid
Z.5	0.862	0.5 – 0.7	Valid

Source: Processed primary data, 2026

Based on the convergent validity test using the outer loading values in Table 1, all research indicators have outer *loadings* above 0.70, ranging from 0.791 to 0.887. These values indicate that each indicator reflects the latent construct being measured well. Thus, all indicators for variables X1, X2, Y, and Z are declared valid and meet the convergent validity criteria, and can be used for further analysis in the structural model.

b. Composite Reliability

To conduct a reliability test on the questionnaire or instrument in this study, *Cronbach's alpha was* calculated using *the Algorithm Report menu, and the Quality Criteria Composite Reliability* value was examined in *Smart* PLS. The results are declared reliable if the correlation value is above 0.70 (Ghozali, 2016). Thus, the instrument being tested can be declared reliable, meaning that, as a measurement tool, it can measure consistently (Ghozali, 2016). The results of the *reliability* test can be seen in the following table :

Table 2. *Composite Reliability* Results

Variables	*Composite Reliability*	Criteria
Multitasking (X1)	0.906	0.7

Variables	*Composite Reliability*	Criteria
Workload (X2)	0.923	0.7
Turnover Intention (Y)	0.933	0.7
Job Stress (Z)	0.935	0.7

Source: Processed primary data, 2026

Based on the results of the Composite Reliability test in Table X, all research variables have Composite Reliability values above 0.70. The Multitasking variable had a value of 0.906; Workload, 0.923; *Turnover* Intention, 0.933; and Job Stress, 0.935. These results indicate that all constructs have a very good level of reliability, as they meet the Composite Reliability criterion of> 0.70. Thus, all indicators for each variable are deemed consistent in measuring the constructs studied and are suitable for further analysis.

c. Discriminant Validity

The criteria for measuring *discriminant validity* for each construct, using the correlations between the construct and other constructs in the model, are assessed by comparing the *Average Variance Extracted* (AVE). If *the* AVE for each construct exceeds the correlations with the other constructs, the model has sufficient *discriminant validity.*

Table 3. *Discriminant Validity* Results

Variables	*Average Variance Extracted* (AVE)
Multitasking (X1)	0.658
Workload (X2)	0.705
Turnover Intention (Y)	0.735
Job Stress (Z)	0.743

Source: Processed primary data, 2026

Based on the results of the Average Variance Extracted (AVE) test in Table X, all research variables have AVE values above 0.50. The Multitasking variable obtained an AVE value of 0.658, Workload of 0.705, Turnover Intention of 0.735, and Job Stress of 0.743. These results indicate that all constructs meet the convergent validity criteria, as they explain more than 50% of the variance in their indicators. Thus, all variables in this study are declared valid and suitable for use in further analysis.

Inner Model

This study used *the Structural Equation Modeling* (SEM) technique to examine the effects of financial literacy and the perceived practicality of future payments on FOMO. The test results are as follows:

Table 4. *Partial Least Squares* (PLS) Path Model

	Original Sample	*Sample Mean*	*Standard Deviation*	*T Statistics*
X1 -> Y	0.285	0.288	0.082	3,490
X2 -> Y	0.225	0.226	0.074	3,040
X1 -> Z	0.465	0.465	0.064	7,324
X2 -> Z	0.467	0.468	0.065	7,150
Z -> Y	0.423	0.420	0.100	4,208

Source: Processed primary data, 2026

Based on the results of the structural model testing using Partial Least Squares (PLS), all relationships between variables had T-statistics greater than 1.96 and were therefore declared significant at the 5% level. Multitasking had a positive and significant effect on Turnover Intention with a path coefficient of 0.285 and a T-statistic of 3.490. Workload has a positive and significant effect on Turnover Intention,

with a path coefficient of 0.225 and a T-statistic of 3.040. In addition, Multitasking and Workload have positive and significant effects on Job Stress, with path coefficients of 0.465 and 0.467, respectively. Furthermore, Job Stress has a positive and significant effect on Turnover Intention, with a path coefficient of 0.423 and a T-statistic of 4.208. These results indicate that increasing multitasking and Workload can increase job stress, which ultimately increases team member turnover intention.

Based on the table above, to determine the effect of multitasking and Workload on turnover intention mediated by work stress, as expressed by the following equation:

$$Z = 0.465\ X1 + 0.467\ X2$$

$$Y = 0.285\ X1 + 0.225\ X2 + 0.423\ Z$$

From this equation, it shows that:

a. In the *original sample* for variable X1, a positive parameter estimate of 0.285 was obtained, and the t-statistic was 3.490, indicating that the higher the influence of multitasking, the higher its influence on turnover intention.
b. In the *original sample* for variable X2, a positive parameter estimate of 0.225 was obtained, and the t-statistic was 3.040, indicating that greater Workload has a stronger influence on turnover intention.
c. In the *original sample* for variable X1, a positive parameter estimate of 0.465 was obtained, and the T statistic was 7.324, indicating that the higher the influence of multitasking, the greater its influence on work stress.
d. In the *original sample* for variable X2, a positive parameter estimate of 0.467 was obtained, and the T statistic was 7.150, indicating that higher Workload has a greater influence on work stress.
e. In the *original sample* for variable Z, a positive parameter estimate of 0.423 was obtained, and the T statistic was 4.208, indicating that the higher the influence of work stress, the higher its influence on turnover intention.

Hypothesis Testing

Table 5. *Partial Least Squares* (PLS) Path Model

•	*Original Sample* (O)	*Sample Mean* (M)	*Standard Deviation* (STDEV)	*T Statistics* (|O/STDEV|)	*P Values*
X1 -> Y	0.285	0.288	0.082	3,490	0,000
X2 -> Y	0.225	0.226	0.074	3,040	0.002
X1 -> Z	0.465	0.465	0.064	7,324	0,000
X2 -> Z	0.467	0.468	0.065	7,150	0,000
Z -> Y	0.423	0.420	0.100	4,208	0,000

Source: Processed primary data, 2026

Discussion

The Effect of Multitasking on Work Stress

Based on the output results, the T-statistic and *P-value* for the influence of variable X1 on Z were 7.324 and 0.000, respectively. So the T statistic of 7.324 is > 1.96, and the *P value of* 0.000 is < 0.05. This explanation can be interpreted as the test accepting the first hypothesis, meaning that the multitasking variable (X1) has a significant influence on work stress (Z).

The Effect of Workload on Work Stress

The T statistic and *P-value* for the influence variable X2 on Z were 7.150 and 0.000, respectively. So the T statistic was 7.150 > 1.96, and the *P-value* was 0.000 < 0.050. This explanation can be interpreted as the test accepting the second hypothesis, meaning that the workload variable (X2) had a significant influence on work stress (Z).

The Effect of Job Stress on Turnover Intention

Based on the results, the T-statistic and *P-value* for the influence of variable X2 on Z were 4.208 and 0.000, respectively. So the T-statistic value of 4.208 > 1.96, and the *P-value is* 0.000 < 0.050. This explanation can be interpreted as the test accepting the third hypothesis, indicating that the work stress variable (Z) has a significant influence on turnover intention (Y).

The Effect of Multitasking on Turnover Intention Mediated by Work Stress

Based on the output results, the T statistic and *P values* for the influence of variable X1 on Y were 3.490 and 0.000, respectively. So the T statistic value is 3.490 > 1.96, and the *P value is* 0.000 < 0.05. This explanation can be interpreted as the test accepting the fourth hypothesis, meaning that the multitasking variable (X1) has a significant influence on turnover intention (Y).

The Effect of Workload on Turnover Intention Mediated by Job Stress

Based on the output results, the T statistic and *P values* for the influence of variable X2 on Y were 3.040 and 0.002, respectively. So the T statistic of 3.040 is > 1.96, and the *P value of* 0.002 is < 0.050. This explanation can be interpreted as the test accepting the fifth hypothesis, meaning that the workload variable (X2) has a significant influence on turnover intention (Y).

R-Square Predictive Relevance

R-squared predictive relevance measures how well the model reproduces the observed values given its parameter estimates. A model has *predictive relevance* if the *R-Square value* is > 0; conversely, if *it* is ≤ 0, it lacks *predictive relevance*. In this study, the calculation process was assisted by the Smart PLS program as explained in the following table:

Table 7. *R-Square* Value

	R Square	*R Square Adjusted*
The Effect of Multitasking and Workload on Job Stress	*0.703*	*0.697*
The Effect of Multitasking and Workload on Turnover Intention Mediated by Work Stress	0.716	0.707

Source: Processed primary data, 2026

The table above shows that the R-Square value for the multitasking and workload variables on work stress is 0.697, indicating the model has *predictive relevance* because the *R-Square value* is > 0. This explanation can be interpreted to mean that the multitasking and workload variables account for 69.7% of the variance in work stress. For the multitasking, Workload, and work stress variables, the coefficient on turnover intention is 0.707. This means that these variables explain 70.7% of the variance in turnover intention.

4. Conclusion

Based on research using the SEM-PLS method, it can be concluded that multitasking and Workload have a positive and significant influence on job stress among Generation Z female employees at PT Batang Apparel Indonesia. The greater the demands to perform various tasks simultaneously and the greater the Workload, the higher the level of job stress experienced by employees. Furthermore, job stress has been shown to have a positive and significant influence on turnover intention, indicating that increased job stress can encourage employees to want to leave the company.

The results also show that multitasking and Workload have a positive and significant effect on turnover intention. This condition indicates that high job demands and workloads can increase employees' tendency to seek other jobs or leave the organization. Furthermore, job stress has been shown to mediate the relationship between multitasking and workload and turnover intention. Thus, job stress is a psychological mechanism that explains how job demands can increase employees' intention to leave the company. Overall, this study demonstrates that multitasking and Workload are important factors influencing turnover intention among Generation Z female employees, both directly and indirectly through increased job stress.

Based on the research results, PT Batang Apparel Indonesia is advised to evaluate the division of tasks and work targets to align with team member capabilities and reduce excessive multitasking practices. The company also needs to implement work stress management programs, such as stress management training, counseling, and activities that support team member psychological well-being. Furthermore, the company needs to create a more conducive work environment that aligns with the characteristics of Generation Z, including through open communication, performance appreciation, career development opportunities, and support for work-life balance. With these steps, it is hoped that levels of work stress and team member turnover intention can be minimized.

For future researchers, it is recommended to include additional variables that may influence turnover intention, such as job satisfaction, organizational commitment, work-life balance, burnout, and organizational support. Research could also be conducted across different industry sectors or using longitudinal methods to gain a broader, more in-depth understanding of the factors influencing turnover intention among Generation Z employees.

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