

UNDERSTANDING THE RELATIONSHIP BETWEEN WORKLOAD, WORK ENVIRONMENT AND TURNOVER AMONG GENERATION Z EMPLOYEES

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Abstract

Companies that successfully manage human resources are characterized by their low employee turnover rates. This goal of this study is to determine whether the Generation Z's turnover is significantly impacted by workload and work environment in the organization where Generation Z employed. Quantitative methods were applied in this study with 100 employees as samples. Multiple linear regression analysis and correlational research were applied in this study. This study finds that workload and work environment give a simultaneous affect on turnover of employee in Generation Z. If the existing employees are comparable to the demand for human resources, then employees will not be given double jobs that cause employees to feel burdened. A good work environment is characterized by comfort and little misunderstanding so that employees' intentions to leave the company will decrease. Human resources need to be managed well by the organization, so that the organization is able to gain its stated aims.

Keywords: employee turnover, workload, work environment.

Introduction

Employees as human resources (HR) is necessary in achieving company goals. Recently, Generation Z has dominated most of the workforce. Generation Z are people born between 1996 and 2010 that have different characteristics from the previous generation, such as prioritizing flexibility, creativity, technology, and social values (Suryaningtyas & Fauzi, 2024). Some organizations in managing human resources have not been capable to understand Gen Z employees, as a result they feel ignored and decide to parted ways from the organization. According to the Deloitte Millennial Survey, 61% of Generation Z respondents decided to change jobs in less than two years. Deloitte survey results on Generation Z turnover in Indonesia (in Suryaningtyas & Fauzi, 2024) showed that the turnover rate of Indonesian employees reached 10% after Generation Z entered the workforce.

Turnover intention according to Sundari & Meria (2022), is the intention of employees willing to move from the old workplace in pursuit of a position that more in line with their wishes. Turnover intention is a condition in which employee decide to leave their current jobs and search for new ones that are more in line with their aspirations for a variety of reasons.

Employees who work in an unacceptable work environment are more likely to become ill, experience stress, lose focus, and causing the workplace uncomfortable. Discomfort in the workplace is caused by hot weather, poor air circulation, crowded workplaces, unclear work environments and noise (Adelia et al., 2024). Meanwhile, Agustiani & Muttaqin (2023) stated that the work environment refers to the physical, social, and psychological circumstances that impact employee performance and productivity within a corporation. The environment of work can be defined as encompasses all, physical and non-physical factors, that exists around employees and can influence them.

Mahawati, et al. (2021) argue that workload is the burden of the amount of work, either mental or physical, on workers which become the workers responsibility. Hermawan (2024) define that the term workload refers to tasks of a certain volume or complexity that should be done by an individual or a group of employees based on the time frame that the business has established. Too low or too high of workloads are one of the element that cause employees to feel monotony at work. If there are not enough task to do, employees will lose motivation to work. While, too many task to do, make employees feel stressed or burned out.

The problem formulation in this study is Generation Z workers' decision to leave their jobs will be influenced by the workload and work environment they are subject to. Meanwhile, the goal of this study is to know how much the workload and the work environment affect Generation Z employees' decision to quit job.

Methods

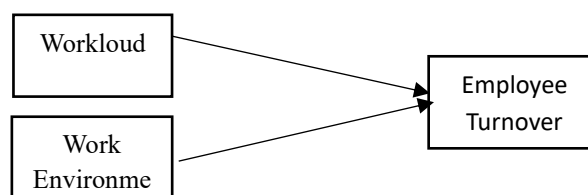
Since this study is aim to known the relationship among the observed variables, a quantitative approach and correlational research methodology were used. The purpose is to understand the extent to which one or more variables from other studies relate to variations in a research variable. This study analyzes the relationship between the dependent variable, employee turnover among Generation Z, and the independent variables, workload and work environment.

Framework of Thinking

Workload influence employee turnover (Saruksuk, D., Magito, Perkasa, D. D., 2023). Partially, employee turnover is significantly affected by the environment of work (Nursalimah, D., Oktafien, S., 2023). Workload and the environment of work at the same time impacted Turnover intention within Generation Z (Asvin, I., Zuraida, L., 2025).

Figure 1

Framework of thinking



Hypothesis

H0 : $\beta_1 = \beta_2 = 0$, Employee turnover within Generation Z do not influence by Workload and work environment variables

H1 : $\beta_1 \neq \beta_2 \neq 0$: Employee turnover within Generation Z influenced by Workload and work environment variables

F count < F table = H0 is accepted

F count > F table = H0 is rejected, H1 is accepted

Sample

The exact number of employees who are part of Generation Z employees is not yet known, therefore the author uses Lemeshow formule to calculate the quantity of samples. Lemeshow equation is applied to calculate the amount of samples with an obscure population (n).

$$\text{Rumus Lemeshow: } \frac{Z^2 \cdot P \cdot (1-P)}{d^2} = \frac{(1,96)^2 \cdot 0,5 \cdot (1-0,5)}{(0,1)^2} = \frac{0,9604}{0,01} = 96,04. \quad (\text{Eq. 1})$$

Where:

n = Number of samples required

Z = Z score at 95% confidence or (1.96)

P = Maximum estimate 0.5

d = Alpha (0.1) or sampling error used 10%

According to the calculation using the Lemeshow equation, the quantity of samples obtained was 96.04 and rounded up to 100 samples. Thus, as many as 100 employees were respondents in this study.

Result and Discussion

Instrument Test

Validity Test

To know its validity, the value of r count and the r table are compared. The statement is become valid when the result is r count > r table. To obtain the value of r table, it can be noticed in the r frequency distribution table, so that df (n-2) or df (100-2 = 98) obtains the value r table of 0.196 in a two-way test with significant level of 0.05.

Table 1 Validity Test

Variable	Statement	R Count	R Table	Description
Workload (X1)	X1.1	0,620	0,196	Valid
	X1.2	0,512		Valid
	X1.3	0,415		Valid
	X1.4	0,635		Valid
	X1.5	0,525		Valid
	X1.6	0,771		Valid
	X1.7	0,746		Valid
	X1.8	0,681		Valid
	X1.9	0,660		Valid
	X1.10	0,648		Valid
Work Environment (X2)	X2.1	0,567	0,196	Valid
	X2.2	0,546		Valid
	X2.3	0,805		Valid
	X2.4	0,806		Valid
	X2.5	0,656		Valid
	X2.6	0,553		Valid
	X2.7	0,698		Valid
	X2.8	0,773		Valid
	X2.9	0,737		Valid
	X2.10	0,663		Valid
Employee Turnover (Y1)	Y.1	0,479	0,196	Valid
	Y.2	0,529		Valid
	Y.3	0,648		Valid
	Y.4	0,231		Valid
	Y.5	0,694		Valid
	Y.6	0,512		Valid
	Y.7	0,710		Valid
	Y.8	0,812		Valid
	Y.9	0,701		Valid
	Y.10	0,779		Valid

Testing each statement according to table above resulted in a correlation r count > r table. In conclusion, all indicators or statement items in variable X1, X2, and variable Y can be used as research instruments because they are stated to be valid.

Reability Test

Table 2 Reability Test

Variable	Cronbach Alpha	Description
Variabel X1	0,819	Reliable
Variabel X2	0,852	Reliable
Variabel Y	0,821	Reliable

The Cronbach Alpha values of X1, X2, and Y > 0.60 as the table showed that the research instrument for all variables have been examined and found to be reliable for measuring purpose.

Classical Assumption Test Multiple Linear Regression Test

**Table 3 Multiple Linear Regression Test
Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	7.035	3.76		1.871	0.064
TotalX1	0.477	0.089	0.485	5.357	0
TotalX2	0.247	0.115	0.195	2.15	0.034

a. Dependent Variable: TotalY

The multiple linear regression analysis yield a coefficient of 0.477 for variable X1, for variable X2 is 0.247, and for the constant is 7.035, so that the model of regression obtained is $Y = 7.035 + 0.477 (X1) + 0.247 (X2)$. Where the description of the results can be explained as follows:

- There isn't any increase in the values of variable X1 and variable X2, so the value of variable Y is 7.035. This is indicated by the value of constant 7.035.
- The increase of each value in variable X1 will give an increase in score of 0.477 or increase the value of variable Y by 0.477. This is indicated by the coefficient of regression value of variable X1 of 0.477.
- The increase of each value in variable X2 will result in a score increase of 0.247 or increase the value of variable X2 by 0.247. This is indicated by the coefficient of regression value of variable X2 of 0.247.

Simultaneous Test (F)

Table 4 Simultaneous Test (F)

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	941.217	2	470.609	26.828	.000 ^b
Residual	1701.533	97	17.542		
Total	2642.75	99			

a. Dependent Variable: TotalY

b. Predictors: (Constant), TotalX2, TotalX1

The significance level of $0.000 < 0.05$ as mentioned by the the simultaneous test (F) result above H3 indicates that variable Y is affected by variable X1 and variable X2 simultaneously or is accepted.

Coefficient of Determination Test (R2)

Table 5 Coefficient of Determination Test (R2)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.597 ^a	0.356	0.343	4.188

a. Predictors: (Constant), TotalX2, TotalX1

The R Square (R²) value of 0.356 shown in the data table above means that only 35.6% of variable Y is influenced by variable X1 and variable X2. Other factors apart from variable X1 and variable X2 account for the remaining 64.4%. This indicates that there are numerous things outside this study that influence variable Y, which is 64.4%.

Result

100 respondents are utilized as data sources in this study. In conclusion, all indicators or statement items in variable X1, X2, and variable Y can be used as research instruments because they are stated to be valid, and the The Cronbach Alpha values of X1, X2, and Y > 0.60 as the table showed that the research instrument for all variables have been examined and found to be reliable for measuring purpose.

The Multiple Linear Regression Test indicates that an increase of 1 score in variables X1 and X2, it is followed by an increase in the score for variable Y. The significance level of $0.000 < 0.05$ as mentioned by the the simultaneous test (F) result above H3 indicates that variable Y is affected by variable X1 and variable X2 simultaneously or is accepted. R Square (R²) is 0.356 that showed in the Determination Coefficient Test (R²), means only 35.6% of variable Y is impacted by variable X1 and variable X2.

Discussions

The goal of this research is to understand how workload and the work environment of the organization where Generation Z works have a significant impact on the turnover rate of Generation Z. It is true that giving employees more work than they can handle will cause them to feel burned out, which will affect their decision to quit the organization. According to the study result from Asvin & Zuraida (2025), employees are more likely to quit if they see that their workload increasing. In order to assign work according to employees' competencies, organizations must strategically organize the human resources by analyzing supply and demand. No employee will be assigned to double job if the supply of current employees matches the demand for human resource, which is one of the reasons why employees feel burdened.

Environmental factors have an impact on Generation Z employees's turnover rate in addition to workload. When workers are working in a clean and the facilities are complete, they will feel more at ease. Furthermore, effective communication among coworkers and superiors will lessen miscommunications about work and things outside work. Therefore, comfort and fewer misunderstanding can reduce employee turnover. This support the claim made by Nursalimah & Oktavien (2023) that the turnover intention positively impacted by work environment. While an unsatisfactory work environment may result in employee turnover, a positive work environment improves employee performance.

Thus, if the company manages its human resources effectively, it can boost employee retention among Generation Z. Then this will lead the company to reach its defined goals.

Conclusion

Generation Z employees may experience increased turnover due to workload and work environment factors. Turnover of the employee by 35.6% impacted by the workload given and work environment applied by organization. While the remaining 64.4% are influenced by factors other than workload and work environment. This indicates that there are additional factors beyond the scope of this study can impact employee turnover, including: job satisfaction, compensation, and training and development to improve employee competence. In further research, it is hoped that factors other than workload and work environment can be discussed that can influence employee turnover.

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