

Structural Equation Modeling (SEM-PLS) Approach: The Impact of Workload and Work-Life Balance on Turnover Intention of Generation Z in Bandung City

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Abstract

This study aims to analyze the influence of workload and work-life balance on turnover intention among Generation Z employees in Bandung City. Generation Z is currently a dominant group in the workforce and tends to have unique characteristics, such as a preference for work flexibility and a high turnover rate. This research employs a quantitative approach involving 288 respondents who are Gen Z employees in Bandung. Data were collected through questionnaires and analyzed using SmartPLS 3 with the Structural Equation Modeling (SEM-PLS) approach. The results indicate that workload has a positive and significant effect on turnover intention, while work-life balance has a negative and significant effect. These findings suggest that an increase in workload tends to raise employees' intention to leave, whereas maintaining a balance between work and personal life can reduce such intentions.

Keywords: Workload, Work-life balance, Turnover Intention, Gen Z

INTRODUCTION

Human Resources (HR) are a crucial asset in a company because employee quality and performance impact organizational success (Fadili et al., 2018). Human resource

management is critical to sustaining corporate excellence. Generation Z currently dominates the workforce. When Indonesia enters the demographic bonus period in 2030, Generation Z is predicted to be the largest group in the workforce and to serve as the primary pillar of organizations and national growth (Wibowo et al., 2024). According to the 2020 Population Census, Gen Z comprises 74.93 million individuals, or approximately 27.94% of Indonesia's total population. Furthermore, the BPS estimates that Bandung City's Gen Z population will be 645,903 in 2021.

Generation Z is known as the digital native generation because they are accustomed to using technology intensively, and they have different work style preferences than previous generations, particularly in terms of preferring flexible working hours (Rachmawati, 2019). In terms of retention, Generation Z will stay with an organization for a long time if they have a personal connection. In terms of employment, Generation Z requires mentorship from superiors or elders, as well as personal drive (Rachmawati, 2019). According to a survey, Generation Z is more likely to change employment (turnover intention) in a shorter period of time. According to the Deloitte Millennial Survey 2024, 47% of Gen Z respondents plan to change occupations within two years (Wibowo et al., 2024).

According to a 2024 Data Indonesia poll, 26% of Gen Z departed their jobs owing to a heavy workload, while 21% felt pressured by their work. This condition is becoming more widespread in the workplace, where the pressure to finish tasks quickly can result in physical and emotional tiredness, a lack of motivation, and a disturbance of work-life balance. According to the results of a Jakpat study conducted by Data Indonesia in 2024, almost all Gen Z respondents (92%) regarded Work Life Balance crucial, with 7% neutral and 1% saying it was not important.

Based on the issues raised, there are several critical areas that must be addressed in order to reduce the desire to change employment among Generation Z employees in Bandung City. This study was designed by developing numerous primary questions, such as the following:

1. Does workload influence turnover intentions among Generation Z employees in Bandung City?

2. Does work-life balance influence turnover intentions among Generation Z employees in Bandung City?

The goal of this study is to assess the impact of workload and work-life balance on turnover intention among Generation Z employees in Bandung City, and the findings are expected to inform company management about the importance of these two factors in reducing turnover intention among Generation Z employees.

LITERATURE REVIEW

Workload

Workload is a state in which employees believe the duties they are assigned exceed their capabilities or abilities, resulting in feelings of pressure (Pratama, 2024). Excessive workload can diminish performance, induce stress, and lead to plans to leave the organization (Thesa et al., 2020). According to Hermawati & Syofian (2021), workload is classified into two types: qualitative workload (knowledge and skills) and quantitative workload (working hours, amount and type of labor, and duration of work).

Puspa (2014) in Nyoto et al. (2023) defines workload indicators as physical burden, psychological burden, and temporal burden. According to Manurung & Sihombing (2023) research, a rise in the intensity of employees' workload coincides with an increase in their desire to leave the organization.

Work Life Balance

Wirawan (2022) defines work-life balance as a person's ability to strike a balance between work and personal life, allowing them to perform tasks in both areas peacefully. Work-life balance seeks to alleviate weariness in both employees' professional and personal lives.

Sitorus et al., (2018) found that work-life balance had a detrimental effect on employee turnover intentions. The study's findings revealed that when employees maintain a healthy work-life balance, their desire to change jobs

(turnover intention) decreases. McDonald dan Bradley in Putri & Kustini (2023) define work-life balance indicators as time balance, involvement balance, and satisfaction balance.

Turnover Intention

Turnover refers to the rate at which employees leave a business over a given period of time, whereas turnover intention refers to employees' intention or desire to depart, even if it is not followed by action. Turnover intention is the sum of all acts that come from an employee's discontent with their work (Wibowo et al., 2024).

Supriadi et al. (2021), identify several factors that influence an employee's turnover intention, including internal factors such as salary, incentives, and superior attitudes, external factors such as the relationship between the situation or atmosphere and the environment, and personal factors such as age, gender, and level of education. According to Kheng et al. (2024) other factors, such as workload, contribute to employee turnover intention. Excessive workloads might increase an organization's turnover rate. Novitasari (2020) defines turnover intention as thoughts of leaving, looking for alternative jobs, and a willingness to depart.

The impact of workload on turnover intention

Workload that is perceived to be excessive might cause employees to want to leave the organization (turnover intention), particularly when work expectations are not commensurate with their ability, generating psychological stress. When an employee's workload is not comparable with their ability, they will have psychological illnesses, leading to a desire to leave the organization (Manurung & Sihombing, 2023). According to Illahi et al., (2022), a heavy workload can lead to employees wanting to move.

H1: Workload has a favorable and significant effect on turnover intention among Generation Z employees in Bandung City.

The impact of work-life balance on turnover intention

Work-life balance has a detrimental impact on employee turnover intentions. According to research, if employees can effectively combine their job and home lives, their intention to leave will diminish (Sitorus et al., 2018). Chiew et al., (2018) indicated that work-life balance will reduce employee turnover intentions.

H2: Work-Life Balance has a negative and significant impact on turnover intentions among Generation Z employees in Bandung City.

Conceptual Framework

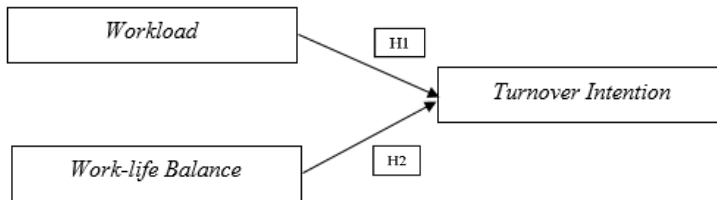


Figure 1. conceptual framework

RESEARCH METHODS

The research method employed was a quantitative approach with a 1-5 scale questionnaire disseminated via the Google Form platform. This study's population consisted of Generation Z employees from Bandung City. Purposive sampling was used to collect samples from the community, which involved selecting samples based on certain considerations or criteria (Chaniago, 2021). This study aims to assess turnover intentions among Generation Z employees in Bandung City, who were born between 1997 and 2005, have at least 6 months of work experience, and live in the city. Because the precise population is unknown, the number of samples was determined using the Lemeshow formula, yielding 288 respondents. The sampling technique was random sampling, with questionnaires distributed online to Generation Z employees in various locations of Bandung City without regard for sub-district representation.

In this investigation, data was processed using Smart-PLS 3 software. Smart-PLS enables researchers to examine complex research models more effectively and produce statistically significant analysis outcomes (Iba & Wardhana, 2023). The Structural Equation Modeling Partial Least Squares, or SEM-PLS Method, is used to examine partial routes that include latent constructs in the research model. Smart-PLS enables researchers to process complex research models and achieve statistically meaningful results (Iba & Wardhana, 2023). Data processing in SEM-PLS consists of examining the measurement model (outer model), the structural model (inner model), and the hypothesis testing process.

RESULTS

According to the findings of the instrument test and responses from the disseminated questionnaires, the variables workload, work-life balance, and turnover intention, each containing 5 statement items, were pronounced valid because the rcount value exceeded the rtable. This is consistent with the statements made by Ghozali & Latan (2015) in Dewi et al. (2022). Thus, the questionnaire instrument is appropriate for use and can be delivered to respondents who meet the predetermined requirements. The demographics of 289 respondents are as follows:

Table 1 Respondent Demographics

Description	Demographics	Frequency	Percentage
Gender	Female	160	56%
	Male	129	44%
Level of Education	SMA/K/Sederajat	127	44%
	D3	54	18%
	D4/S1	108	38%
Job Industry	Retail	62	21%
	Hospitality	43	15%
	Food & Beverage	30	10%
	Creative	24	8%
	Manufacturing	18	6%
	Automotive	13	4%

	Logistic	12	4%
	Tour & Travel	10	3%
	Etc.	77	29%
Work Experience	6 month – 1 year	88	30%
	1 – 2 year	98	34%
	> 2 year	103	36%

Workload has an average score of 3.593 with a standard deviation of 1.15, indicating that the majority of respondents perceive a rather heavy workload. This average score is close to "yes" on a Likert scale of 1-5, indicating that the majority of Generation Z employees in Bandung City experience high levels of work intensity, including physical, mental, and time strain. Work-Life Balance has an average score of 3.197 and a standard deviation of 1.12, indicating that the balance between work and personal life is still considered moderate or tends to be moderate. Turnover Intention has an average score of 4.08 with a standard deviation of 0.85, indicating that the majority of respondents want to leave their current jobs. This demonstrates that the desire to resign is strongly felt among Generation Z employees in Bandung City.

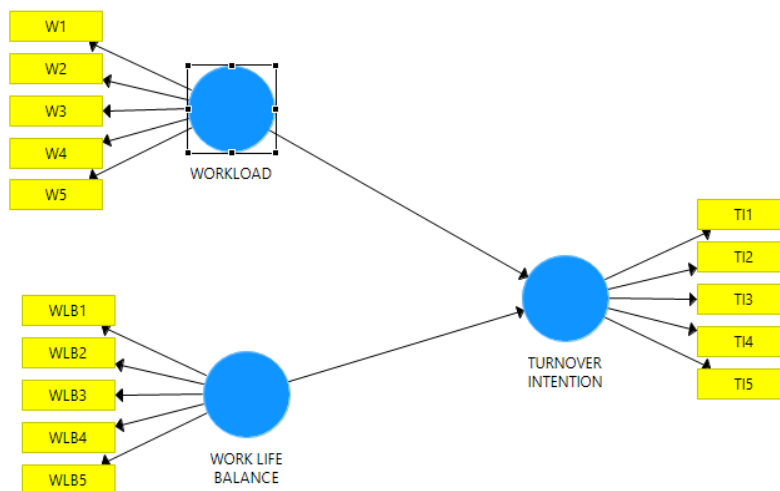


Figure 2. Model of SEM-PLS

Figure 2 depicts the assessment of the measurement model, which is followed by the use of the PLS method to yield the Cronbach's Alpha, Composite Reliability, and Average Variance Extracted values. To determine these indicators, numerous processes were done, including the outer loading analysis shown in Table 2. The model passes the validity criterion, as all latent constructs have values greater than 0.7.

Table 2. Outer Loading Value

	Workload	Work life balance	Turnover Intention
W1	0.763		
W2	0.734		
W3	0.726		
W4	0.739		
W5	0.727		
WLB1		0.704	
WLB2		0.778	
WLB3		0.780	
WLB4		0.814	
WLB5		0.827	
TI1			0.888
TI2			0.855
TI3			0.781
TI4			0.801
TI5			0.819

The next step is to assess Cronbach's Alpha, Composite Reliability, and AVE. Table 3 shows that the main model meets all criteria, with Cronbach's Alpha and Composite Reliability values above 0.7 and AVE over 0.5. This is consistent with the notion presented by Ghazali and Latan (2015) in Dewi et al. (2022).

Table 3. Validity & Reliability Construct

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Workload	0.887	0.917	0.688
Work Life Balance	0.843	0.887	0.611
Turnover Intention	0.792	0.857	0.545

According to Table 4, the f-square value of the workload variable on turnover intention is 0.307, which is considered moderate. In the work-life balance variable on turnover intention, the f-square value of 0.034 is classified as weak because it falls between 0.02 and 0.15. The f-square value of each variable is stated as excellent and substantive in relation to the endogenous variable, turnover intention.

Table 4. f-square

	Turnover Intention
Workload	0.307
Work Life Balance	0.034

The hypothesis testing method is carried out using a bootstrap approach, which refers to the outcomes of the inner model analysis (structural model) by taking the R-square value, path coefficient, and t-statistic value (Sayyida & Alwiyah, 2018). The significant value of the association between constructs, t value, and p-value all contribute to the hypothesis's validity. This technique is implemented using SmartPLS 3.0 software, and the values are obtained by the bootstrapping procedure in table 5.

Table 5. Hypothesis Testing

	Original Sample	T Statictics	P Values
Workload -> Turnover Intention	0.477	10.354	0.000
Work Life Balance -> Turnover Intention	-0.158	3.518	0.000

1. The impact of workload on turnover intention

The exogenous construct of workload has a substantial favorable effect. As shown in Table 5 above, the path coefficient value of the exogenous variable workload on the turnover intention construct is $O = 0.477$. The t-statistic value for the association between these constructs is 10.354, more than 1.96, and the p-value is 0.000, less than 0.05. Thus, the hypothesis that workload has a positive and significant effect on turnover intention is confirmed. The first hypothesis, "Workload has a considerable positive effect on turnover intention," is supported by a t-statistic value of $10.354 > 1.96$ and a p-value of $0.000 < 0.05$.

2. The impact of work-life balance on turnover intention

The exogenous construct of work-life balance has a major negative impact. Figure 5 shows that the exogenous variable work-life balance has a path coefficient value of -0.158 on the turnover intention construct. The t-statistic value for the association between these constructs is 3.518, higher than 1.96, and the p-value is 0.000, lower than 0.05. Thus, the hypothesis that Work-Life Balance has a negative and significant effect on Turnover Intention is confirmed correct. The second hypothesis, "Work-Life Balance has a significant negative effect on turnover intention," is supported by a t-statistic value of $3.518 > 1.96$ and a p-value of $0.000 < 0.05$.

DISCUSSION

The impact of workload on turnover intention

The first hypothesis test results suggest that workload has a positive and significant impact on turnover intention by 47.7% for Generation Z employees in Bandung City. In other words, the bigger the burden, the more inclined people are to consider leaving. This demonstrates that an excessive workload can cause stress and weariness, which influences employees' willingness to leave their positions. Continuous work pressure, combined with restricted leisure, can lower job

satisfaction and increase the intention to leave the organization, particularly among Generation Z, who seek flexible employment. The findings of this study are consistent with prior research conducted by Illahi et al., (2022), which found that a high workload can be damaging to both employees and firms, because an excessive workload can induce employees to want to leave.

The descriptive research also reveals that Generation Z employees in Bandung City have an average workload that ranges from moderate to high. The primary causes driving the increase in turnover intention are a heavy workload that is not consistent with employee capabilities and expectations, as well as a lack of organizational assistance in managing the task proportionally.

The impact of work-life balance on turnover intention

The second hypothesis test reveals that work-life balance reduces turnover intention by 15.8% among Generation Z employees in Bandung City. This suggests that the greater the balance between personal and professional life, the less likely employees are to consider leaving the organization. This research suggests that balancing professional tasks and personal leisure can lead to increased work satisfaction and a lower intention to resign. This finding is consistent with prior research by Sitorus et al., (2018), which found that work-life balance had a negative impact on employee turnover intentions. According to this study, if employees can effectively combine their job and home lives, their intention to leave will diminish.

The descriptive study also reveals that the average level of work-life balance among Generation Z employees in Bandung City is moderate to high. The ability of employees to manage their time without sacrificing their personal life, as well as the presence of business policies that support work flexibility and employee welfare, are the most important variables in reducing turnover intention.

CONCLUSION AND RECOMMENDATIONS

Conclusion

Workload significantly and positively influences Generation Z employees' desire to leave the organization (turnover intention) in Bandung City. This demonstrates that the more the workload experienced by employees, the greater their intention to leave the organization. A heavy workload puts pressure on employees, which reduces satisfaction and dedication to their jobs. Work-life balance has a strong negative impact on the desire to leave the company (turnover intention) among Generation Z in Bandung City. This means that the more balanced they feel, the less inclined they are to resign.

Recommendation

According to the descriptive results, the highest-ranking indicator is time strain. As a result, it is recommended that businesses assess their workload distribution system and implement regulations that promote better time management. Companies can provide time management training, fairer work scheduling, and task load evaluations based on employee capacity.

The descriptive results for the work-life balance variable demonstrate that there is still a disparity in employees' capacity to manage work and personal time. As a result, employers should create rules that promote a work-life balance, such as a flexible working hours system, remote working, or additional leave for personal reasons. Furthermore, providing counseling services and mental health-promoting activities might assist boost employee well-being.

Overall, to reduce turnover intentions among Generation Z employees, businesses must develop a healthy, adaptable, and responsive work environment that meets the needs of the younger generation. This can be accomplished through open communication, proper recognition, and the creation of a work environment that promotes balance and productivity.

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