Turnover Intention Among Generation Z Employees: The Mediating Role of Burnout in the Relationship Between Workload

Tuntas Subagyo[1], Taufiq Nur Muftiyanto[2], Windarko Windarko[3]
[1]Yayasan Surya Nuswantara Wilwatikta (Surantikta), Indonesia, tuntassubagyo5758@gmail.com
[2]Departemen of Management, Universitas Duta Bangsa Surakarta, Indonesia, taufiq_nurmuftiyanto@udb.ac.id
[3]Department of Management and Jaya Launch Pad, Universitas Pembangunan Jaya, Indonesia, win.darko@upj.ac.id

Corresponding Author: win.darko@upj.ac.id[3]

Abstract: This study examines the phenomenon of turnover intention among Generation Z employees, focusing on the impact of workload with burnout as a mediating factor. Generation Z employees often perceive a high workload, leading to significant levels of burnout. This burnout subsequently contributes to their high turnover intention. The research employs a quantitative survey method, collecting data through questionnaires distributed to Gen Z employees across various industry sectors. The findings reveal a significant positive correlation between high workload and burnout levels. Additionally, burnout serves as a key mediator, exacerbating the turnover intention among Gen Z employees. The study further explores the role of human resource management strategies in managing workload and mitigating burnout. The implications of these findings suggest that organizations need to develop and implement effective human resource management strategies to reduce excessive workload and prevent burnout, thereby lowering turnover intention among Gen Z employees. By doing so, companies can retain valuable young talent and enhance overall organizational productivity.

Keyword: Turnover Intention, Generation Z, Workload, Burnout, Human Resource, Management Strategies

INTRODUCTION

Generation Z, consisting of individuals born between 1997 and 2012, often faces unique challenges in the workplace that differ from previous generations. One emerging phenomenon is the perception that Gen Z is a "soft" generation, more vulnerable to stress and pressure compared to their older counterparts. This perception is driven by several factors, including different work values, higher expectations for work-life balance, and greater reliance on technology. According to a survey conducted by Deloitte in 2023, 44% of Gen Z employees reported feeling stressed all or most of the time at work, compared to 34% of

other generations. High workload is frequently a primary source of stress for Gen Z employees, leading them to feel easily overwhelmed. This condition potentially increases the risk of burnout, which is emotional and physical exhaustion due to prolonged and repeated stress. Burnout not only impacts individuals' mental and physical health but also their productivity and performance at work.

Furthermore, burnout drives high turnover intention among Gen Z employees. Turnover intention, the inclination to leave one's job, poses a serious problem for many organizations as it can result in high recruitment and training costs, as well as the loss of valuable knowledge and skills. Data from a 2022 Gallup report shows that 21% of Gen Z employees intend to leave their jobs within the next year, the highest rate among all generations. This phenomenon is of serious concern to human resource managers, who must find effective strategies to manage workload and prevent burnout to retain valuable young talent. Therefore, this study aims to explore the relationship between workload, burnout, and turnover intention among Gen Z employees. It will also assess the role of human resource management strategies in addressing these challenges and propose practical steps that organizations can take to improve Gen Z employees' well-being and reduce turnover intention.

METHOD

Burnout is a multifaceted condition encompassing various aspects such as emotional exhaustion, physical fatigue, and mental exhaustion. It arises from prolonged and excessive stress. This condition impacts not only physical health but also emotional and mental well-being, reducing effectiveness in daily activities and overall psychological health. Recognizing and addressing burnout is crucial to maintaining individual performance and well-being.Lee and Ashforth in Chen et al. (2023) define burnout as "a complex condition involving emotional, physical, and mental exhaustion, resulting from sustained and excessive stress. It affects physical, emotional, and mental health, decreasing effectiveness in daily activities and overall psychological well-being."

Factors contributing to stress include:

a. Overtime work and working on holidays
b. High pressure to meet deadlines
c. Lack of job promotion
d. Changes in job scope

These conditions contribute to increased psychological stress, affecting individuals' mental and physical well-being. Recognizing efforts and performance, job stability, and work-life balance are key in managing and preventing workplace stress (Dewi & Susanti, 2021). To measure burnout, Maslach in Prasetya (2019) explains three indicators:

a. Emotional Exhaustion: This arises when a person's energy is depleted due to continuous workloads, accompanied by extreme physical fatigue. Professions in the service sector are examples where the job involves high demands and emotional engagement. Prolonged conditions can significantly drain energy, indicated by sleep disturbances, vulnerability to illness, headaches, and body pain.
b. Depersonalization: This occurs as a direct result of emotional exhaustion, where there is a disproportion between expectations and an individual's ability to manage emotional fatigue. Symptoms include negative and harsh behavior, isolation from social environments, loss of empathy, lack of attention, and insensitivity to others' needs. This reflects difficulties in maintaining emotional balance under pressure.
c. Perceived Deficiency of Professional Accomplishment: This involves feelings of inadequacy and dissatisfaction with oneself, work, and life, believing that one's contributions are insufficient. This leads to negative self-assessment, where individuals

feel incompetent and dissatisfied with their achievements, often ignoring positive aspects and accomplishments.

Turnover intention refers to an individual's intention or desire to leave their current job or organization (Aziz et al., 2021). Mobley in Rosyada (2023) explains that turnover intention is influenced by two main factors: individual characteristics (age, gender, job status, marital status, tenure, socioeconomic status) and organizational characteristics (vision, mission, compensation, organizational policies, supervision). According to Mobley in Masita (2021), two significant factors affecting turnover intention are:

a. Job Satisfaction: This involves satisfaction with various operational aspects such as salary, supervision, workload, job promotion, and overall working conditions.
b. Organizational Commitment: Lack of organizational commitment can prompt a satisfied employee to consider leaving. Conversely, employees dissatisfied with their job may still remain due to strong organizational commitment, motivated to give their best and stay with the company.

Workload is the set of tasks that must be completed by an individual or team in a work environment. It includes responsibilities for reports, work projects, production or sales targets, and various activities assigned to individuals or teams. According to Nurhandayani (2022), workload is "the process undertaken by a person in completing tasks for a particular job or job group performed under normal conditions within a specific period, all of which relate to its indicators." Fajri and Rahman (2021) describe workload as "the pressure that causes employees' emotional states to be disturbed, resulting in decreased morale, work productivity, and employee performance." Nurhasanah et al. (2022) state that workload is "a work demand and work target that must be completed, causing tension within a worker, thereby preventing optimal employee performance."
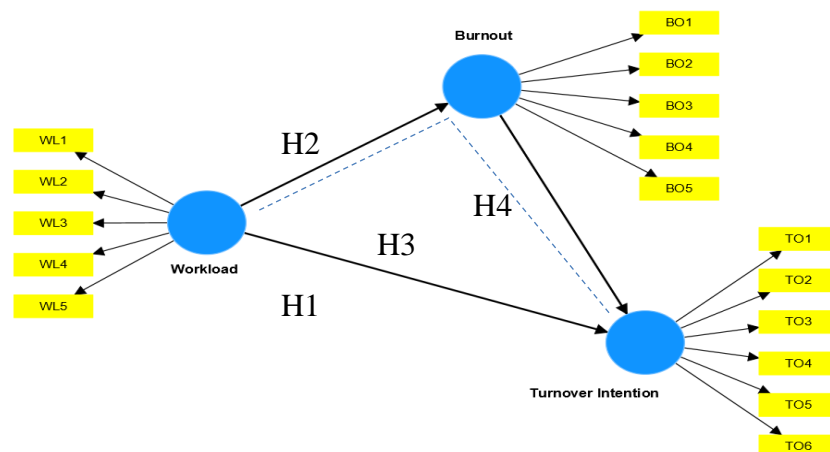

Figure 1. Model Framework & Research Hypothesis

The researcher concluded from various previous research findings by creating a research model framework that looks like Figure 1 along with the hypothesis. **H1**: There is an effect of workload on turnover intention, **H2**: There is an effect of workload on burnout, **H3**: There is an effect of burnout on turnover intention, and **H4**: There is an effect of workload on turnover intention mediated by Burnout. Testing will be carried out using Path Weighting based on R-Square, Reliability Test, t-Test, and 5% Significance with the help of the Smart PLS Application using the SEM PLS Bootstrap method. R-Square values of 0.75, 0.50, and 0.25, respectively, indicate that the model is robust, moderate, and feeble (Ghozali & Latan, 2015:82). Additionally, the second criterion for assessing the structural model (inner model) is significance. The significance level, determined using two-tailed t-values, is 1.65

(significance level = 10%), 1.96 (significance level = 5%), and 2.58 (significance level = 1%) (Ghozali & Latan, 2015:85).

RESULTS AND DISCUSSION
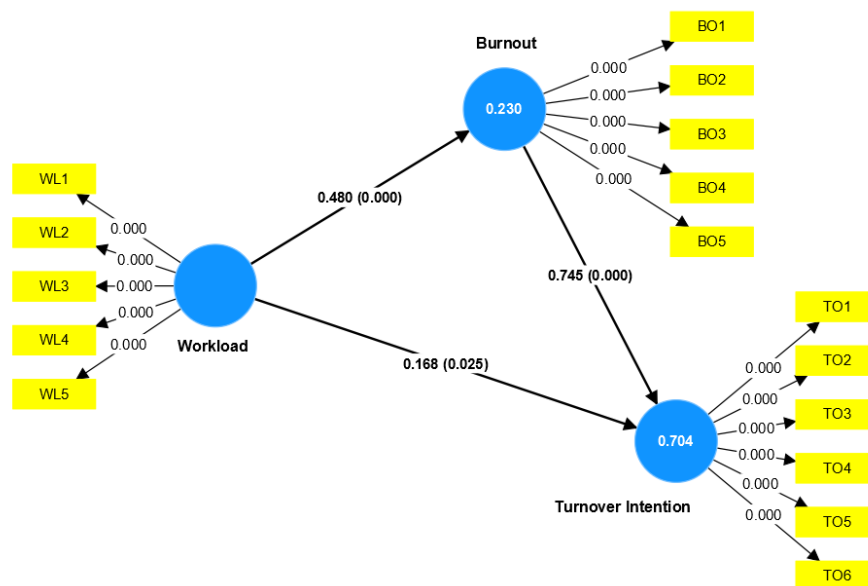
Source: Result from Smart PLS 4.0
Figure 2. Result of Research and Hypothesis

Table 1. Path Coefficient Results

Path Coeffitients	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Burnout -> Turnover Intention	0.745	0.742	0.068	10.949	0.000
Workload -> Burnout	0.480	0.475	0.118	4.056	0.000
Workload -> Turnover Intention	0.168	0.172	0.075	2.245	0.025
Workload -> Burnout -> Turnover Intention	0.358	0.351	0.088	4.062	0.000

Source: Result from Smart PLS 4.0

Hypothesis Analysis

a. The result of hypothesis testing H1: The influence of workload on turnover intention is accepted. The result of the T statistic > T table is shown with a T statistic value of 2.245 > 1.960. This result also shows a significance value of 0.025 < 0.05.

b. The result of hypothesis testing H2: The influence of workload on burnout is accepted. The result of the T statistic > T table is shown with a T statistic value of 4.056 > 1.960. This result also shows a significance value of 0.000 < 0.05.

c. The result of hypothesis testing H3: The influence of burnout on turnover intention is accepted. The result of the T statistic > T table is shown with a T statistic value of 10.949 > 1.960. This result also shows a significance value of 0.000 < 0.05.

d. The result of hypothesis testing H4: The influence of workload on turnover intention mediated by burnout is accepted. The result of the T statistic > T table is shown with a T

statistic value of 4.062 > 1.960. This result also shows a significance value of 0.000 < 0.05.

CONCLUSION

Based on the results of this research, it is evident that Generation Z is indeed prone to experiencing burnout. This exhaustion makes Generation Z employees more likely to decide to leave their current jobs. This is illustrated in Figure 2, where the path coefficient for burnout is higher than that for workload.

Reflecting on these findings, it also shows that workload is not the primary factor causing Generation Z employees to decide to resign. It is the excessive workload that exacerbates burnout among Generation Z employees. Consequently, if a company cannot manage burnout among its Generation Z employees, it will face a high turnover intention rate.

The conclusion of this study does not indicate that Generation Z as a whole is a weak generation. If their workplace imposes an excessive workload that increases employee burnout, this is what leads to higher turnover intention in the company. Even in previous generations, if the workload was too high to the point of causing burnout, they too would be inclined to leave their jobs. As mentioned in the introduction, it is also suspected that salary plays a significant role in the high turnover intention within a company.

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