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The Influence of Work Life Balance, Workload and Occupational Stress on Turnover Intention in Generation Z in ABCD Village Area

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Abstract: This study aims to analyze the effect of work-life balance, workload, and occupational stress on turnover intention among Generation Z in the ABCD area. This research employs a quantitative method with data collected through questionnaires. The population in this study consists of Generation Z workers residing in ABCD, with a sample of 96 respondents determined using Slovin's formula. Data analysis will be conducted using multiple linear regression to examine the partial effect of each variable through a t-test, utilizing SPSS 26 as the analytical tool. The results of this study indicate that work-life balance (X1) has a negative and significant effect on turnover intention, workload (X2) has a positive and significant effect on turnover intention, and occupational stress (X3) has a positive and significant effect on turnover intention among workers in the ABCD area.

Keywords: Occupational Stress, Turnover Intention, Work Life Balance, Workload

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INTRODUCTION

Nowadays, the rapid development of the times requires companies to continue to adapt and develop in order to survive and compete in a competitive environment. Companies are required to manage their resources, especially human resources. Companies must be able to realize that human resource management can be well developed because it is one of the most important assets to achieve company goals (Suhakim & Badrianto, 2021) .

Human Resources (HR) is closely related to generations as each generation has unique characteristics, values and expectations. These differences affect the way they work, interact and adapt to the work environment. The Central Bureau of Statistics (BPS) categorizes the generations of the workforce based on age group into 4 parts, namely the Baby Boomer generation, generation X, the Millennial generation, and generation Z.

Table1 . Labor Force Generation by Age Group

Generation	Year of Birth	Age Range
Baby Boomer	1946-1964	59 - 77 years
X	1965 - 1980	58 - 43 years

Millennials	1981-1996	42 - 27 years
Z	1997-2008	26 - 15 years

Source: Central Bureau of Statistics, 2024

The Baby Boomer generation is now at retirement age, followed by generation X who are at the peak of their careers, while the Millennial generation who are now 27 to 42 years old, and generation Z who are 15 to 26 years old, are predicted to increasingly fill strategic positions in the world of work. Therefore, Waworuntu et al. (2022) said that the Millennial generation and generation Z are projected to dominate the world of work in the coming decades because most of these two generations have entered productive age.

Generation Z as the next generation of the nation is heavily influenced by technology in its growth and development process, making this young generation actively socialize via the internet (Azzahra, 2024) . This makes a change in the work patterns of this generation caused by a shift in different expectations compared to previous generations. Where if these expectations are not achieved, there will be a sense of dissatisfaction that occurs and encourages turnover intention in employees (Maulidah et al., 2022) .

This can be seen in research conducted by Deloitte in 2022 involving 46 countries which states that 40% of generation Z wants to leave their jobs within two years, and 35% will leave their jobs even without other jobs available. In his research Afandi et al. (2022) mentioned that the turnover intention rate in generation Z employees is higher with a percentage of 51.83% compared to employees in other generations, namely 48.17%. Forbes states that the Baby Boomer generation can stay in a job for an average of 8 years and 3 months, generation X can spend about 5 years and 2 months, the Millennial generation has an average of 2 years and 9 months, while generation Z has an average period spent is 2 years and 3 months. The data above makes generation Z the shortest generation to survive when working for a company with a difference of only 6 months from the previous generation.

The phenomenon of turnover intention among Generation Z is not only happening globally, but also seen in Jakarta. This can be seen in the survey "Understanding Gen Z: Preference in the Workplace", conducted in February 2024 by online survey platform Jajak Pendapat. The survey involved 1,262 respondents, with 23% of them residing in Jakarta. The results showed that 60% of respondents had a tendency to leave their jobs within a certain period. This finding emphasizes that the high turnover intention rate among Generation Z is also a concern in Jakarta, confirming that this pattern is not only a global phenomenon, but also occurs in a local context.

To further understand this phenomenon on a local scale, data from the Ministry of Home Affairs shows the growth of the generation Z workforce in ABCD Village as follows:

Table2 . Generation Z Labor Age Population in Kelurahan

Year	Age Range of Generation Z Workforce Age	Total
2021	15 - 24 years	2.074
2022	15 - 25 years	2.297
2023	15 - 26 years	2.531

Source: Ministry of Home Affairs Population Data

Based on data from the BPS of South Jakarta City, ABCD Urban Village has 13,791 inhabitants with an area of 0.86 Km², making it a densely populated area with the majority of the population being in the productive period and working in various sectors. Population data from the Ministry of Home Affairs also shows that the number of residents of Generation Z working age in this kelurahan has increased from 2021 to 2023, from 2,074 to 2,531 people.

With the increasing number of Generation Z workers in ABCD Village, understanding the factors that influence their turnover intention becomes increasingly important. Therefore, a literature mapping on VOSviewer was conducted, as follows:

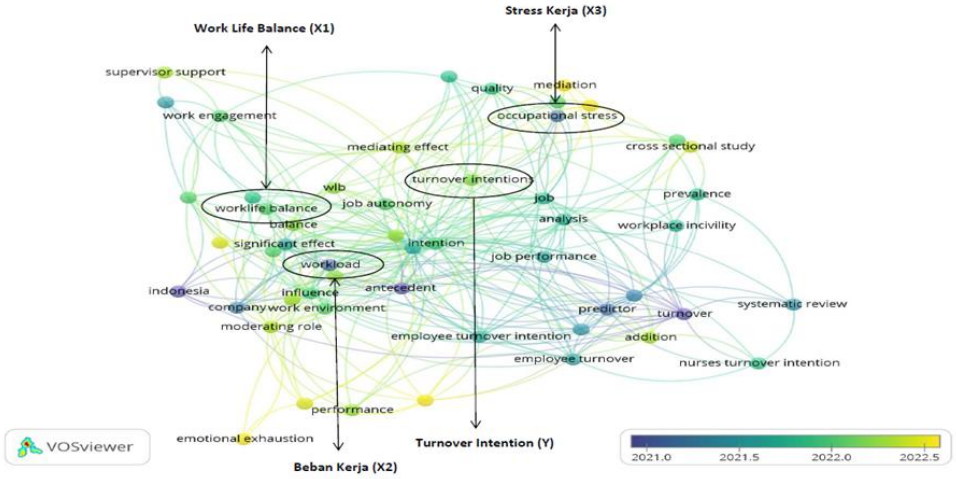

Figure 1. Turnover Intention Literature Staging on VOSviewer

Based on Figure 1 above, it can be seen that the mapping results show that work-life balance, workload, and occupational stress are closely related to turnover intention, where these factors interact with each other and form patterns that can provide deeper insights into the tendency of the workforce to stay or change jobs.

Considering work flexibility is Generation Z's expectation at work which is directly related to work-life balance (Rachmadini & Riyanto, 2020) . Heavy work and constant pressure often lead to an imbalance between personal and work life which will have an impact on employee productivity and performance (Susanto et al., 2023) . This has an impact on employee well-being, where they feel exhausted and lack of ties to the organization, thus encouraging employees to seek opportunities in other companies or organizations.

In his research, Ariyani et al. (2022) mentioned that work life balance has a negative and significant influence on turnover intention. The same thing was mentioned by Sismawati & Lataruva (2020) , which means that the better work life balance employees have, the less likely they are to have the desire to change jobs. When the balance between personal life and work is maintained, employees tend to exhibit more positive work behaviors, such as increased loyalty and commitment to the company, which in turn can reduce their intention to leave the workplace.

Workload or workload that requires high expertise or competence and too much workload can cause turnover intention (Febrian & Nurhalisah, 2024) . Therefore, companies need to measure employees' work capacity with their abilities. Excessive and unequal workloads cause imbalances in employee abilities. When workers feel burdened by being given an excessive jobdesk, it can result in the contribution of employee turnover intention to the company (Lim & Dini, 2023) . In line with research belonging to Maulidah et al. (2022) which states that the level of workload goes hand in hand with employees' intention to leave their jobs; the increasing and more workload felt by employees can encourage the level of employee turnover intention. The same results were found in the study Ong et al. (2023) , it is explained that workload has a positive influence on turnover intention; employees with high workload will be interested in quitting work on their own accord.

In addition to the above factors, keep in mind that turnover intention occurs as a result of occupational stress (Fauzi et al., 2022) . Occupational stress is the most important

predictor of turnover intention. In their work, employees are often faced with bosses who are often demanding, unpleasant work atmosphere, bigger targets, can cause high levels of job stress. Which will further increase their intention to leave the company (Omar, 2020) . High job stress puts workers at risk of experiencing prolonged feelings of restlessness, anxiety, and worry that lead to mental and health problems (Febrian & Nurhalisah, 2024) .

Job stress plays a crucial role as it significantly contributes to the increase of employees' intention to leave their jobs (Nurramadhania et al., 2023) . Previous research mentions the same thing that job stress significantly and positively affects turnover intention; workers who face high levels of stress tend to consider leaving their jobs (Salama, 2022) ...

Based on the description of the background that has been described, the author will take the following title in the study, "**The Effect of Work Life Balance, Workload, and Occupational Stress on Turnover Intention in Generation Z in the ABCD Village Area**."

Problem Formulation

This research examines how the alignment between work-life balance, workload, and occupational stress affects turnover intention among generation Z who live in ABCD Village. Therefore, the problem formulation is as follows:

1) Does work life balance have a negative and significant effect on turnover intention in generation Z in the ABCD Village area?
2) Does workload have a positive and significant effect on turnover intention in generation Z in the ABCD Village area?.
3) Does occupational stress have a positive and significant effect on turnover intention in generation Z in the ABCD Village area?

METHOD

A quantitative approach based on the philosophy of positivism as explained by (Sugiyono, 2022) is used here. The use of this method is by collecting data using questionnaires distributed to samples which are later analyzed statistically. The purpose of doing this is hypothesis testing.

This study adopts a causal research design. According to Sugiyono (2022) , said that causal research is research that understands the cause-and-effect relationship between independent variables (variables that influence) and dependent variables (variables that are influenced). This research focuses on seeing how work life balance, workload, and occupational stress can affect the turnover intention of generation Z in the ABCD Village area.

The Likert scale is used with a function as a measuring tool on how an individual or group behaves, argues, and their perceptions of a social phenomenon (Sugiyono, 2022) .

In this study, the population used consisted of 2,531 generation Z workers who live in ABCD Village. The sample selection uses nonprobability sampling techniques, convenience sampling techniques are used. Nonprobability sampling is a technique when individuals in a population do not get the same opportunity to become samples (Sugiyono, 2022) . Convenience sampling itself is a sampling technique that is taken based on subjects that are easily accessible and willing to become respondents.

The Slovin formula was used in obtaining the sample in this study, namely:

$$n = \frac{N}{1 + N\,(e^2)}$$

Description:

n : Number of samples
N : Total population
e : Margin of error

Using the Slovin formula, the total population in this study, which was 2,531, was entered into the formula to determine the appropriate sample size, with an error tolerance level set at 10%. The following is the sample calculation:

$$n = \frac{2.531}{1 + 2.531\ (0{,}1^2)}$$

$$n = 96{,}23$$

From the results of the above calculations, 96.23 was generated and rounded to 96, therefore the sample used was 96 generation Z workers who live in the ABCD Village area.

There are 2 types of data sources used by researchers, namely primary data and secondary data. Sugiyono (2022) said that a questionnaire (questionnaire) is a method of collecting data by giving statements addressed to respondents. The distribution of questionnaires will be addressed to 96 generation Z employees in the ABCD Village area who are the research sample. The data analysis methods used include descriptive statistical analysis, validity test, reliability test, classical assumption test, determination coefficient test and hypothesis testing.

RESULT AND DISCUSSION

Results

1. Descriptive Statistical Analysis

This section provides a snapshot of the data in this research. The information collected from the responses of the research participants is as follows:

Table 3. Descriptive Statistical Analysis of Turnover Intention Variables (Y)

	N	Minimum	Maximum	Mean	Std. Deviation
Y1	96	2	5	4.04	.893
Y2	96	2	5	4.01	.864
Y3	96	2	5	4.10	.852
Y4	96	2	5	4.02	.906
Y5	96	2	5	4.02	.882
Y6	96	2	5	4.06	.892
Valid N (listwise)	96				

Based on the results of data processing in table 3 above, the descriptive statistics show that the lowest mean value for the turnover intention variable is found in indicator Y2, which is 4.01 with the statement, "I often have the desire not to come to work." Meanwhile, the highest mean is found in indicator Y3 with 4.10, which is followed by the statement, "I often look for work in other places/companies." In general, survey participants' responses showed a wide variation to the items in the questionnaire, which was reflected in the standard deviation values that varied and were not close to zero (standard deviation value > 0.05).

Table 4. Descriptive Statistical Analysis of Work Life Balance Variables (X1)

	N	Minimum	Maximum	Mean	Std. Deviation
X1.1	96	1	4	1.40	.571
X1.2	96	1	4	1.50	.616
X1.3	96	1	4	1.47	.648
X1.4	96	1	4	1.45	.613
X1.5	96	1	4	1.42	.592
X1.6	96	1	4	1.43	.594
ValidN (listwise)	96				

Based on the results of data processing in table 4 above, descriptive statistics show that the lowest mean value for the work-life balance variable is found in indicator X1.1, which is 1.40 with the statement, "The time I allocate for work and personal life feels balanced." Meanwhile, the highest mean is found in indicator X1.2 with 1.50, which is followed by the statement, "I feel I have enough time to complete tasks at work without sacrificing my personal life." In general, survey participants' responses showed wide variations to the items in the questionnaire, which was reflected in the standard deviation values that varied and were not close to zero (standard deviation value > 0.05).

Table 5. Descriptive Statistical Analysis of Workload Variables (X2)

	N	Minimum	Maximum	Mean	Std. Deviation
X2.1	96	2	5	4.70	.600
X2.2	96	2	5	4.51	.696
X2.3	96	2	5	4.53	.664
X2.4	96	2	5	4.52	.711
X2.5	96	2	5	4.57	.677
X2.6	96	2	5	4.59	.658
X2.7	96	2	5	4.56	.629
ValidN (listwise)	96				

Based on the results of data processing in table 5 above, the descriptive statistics show that the lowest mean value for the workload variable is in indicator X2.2, which is 4.51 with the statement, "The tasks assigned to me are often not in accordance with the competencies I have." Meanwhile, the highest mean is found in indicator X2.1 with 4.70, which is followed by the statement, "My work often has a high level of difficulty." In general, survey participants' responses showed wide variation on the items in the questionnaire, which was reflected in the standard deviation values that varied and were not close to zero (standard deviation value > 0.05).

Table 6. Descriptive Statistical Analysis of Occupational Stress Variables (X3)

	N	Minimum	Maximum	Mean	Std. Deviation
X3.1	96	2	5	4.54	.664
X3.2	96	2	5	4.53	.680
X3.3	96	2	5	4.59	.554
X3.4	96	2	5	4.49	.632
X3.5	96	2	5	4.66	.577
X3.6	96	2	5	4.63	.603
X3.7	96	2	5	4.59	.554
X3.8	96	2	5	4.49	.632
X3.9	96	2	5	4.56	.629
Valid N (listwise)	96				

Based on the results of data processing in table 6 above, descriptive statistics show that the lowest mean value for the occupational stress variable is found in indicators X3.4 and X3.8, which are 4.49 each with the statements, "I easily feel tired even though I have enough rest" (X3.4) and "I often make mistakes at work" (X3.8). Meanwhile, the highest mean was found in indicator X3.5 with 4.66, followed by the statement, "I often have headaches that last for a long time." In general, survey participants' responses showed a wide variation in their responses to the items in the questionnaire, which was reflected in the standard deviation values that varied and were not close to zero (standard deviation value > 0.05).

2. Validity Test

In this study, an assessment of the validity of the statements was conducted to determine whether the statements were valid or not. The following are the findings of the validity assessment that has been carried out

Table 7. Validity Test Results

Variables	Indicator	R count	R table	Description
Turnover Intention (Y)	Y1	0,903	0,2006	VALID
	Y2	0,936	0,2006	VALID
	Y3	0,837	0,2006	VALID
	Y4	0,920	0,2006	VALID
	Y5	0,937	0,2006	VALID
	Y6	0,762	0,2006	VALID
Work Life Balance (X1)	X1.1	0,793	0,2006	VALID
	X1.2	0,705	0,2006	VALID
	X1.3	0,726	0,2006	VALID
	X1.4	0,644	0,2006	VALID
	X1.5	0,673	0,2006	VALID
	X1.6	0,769	0,2006	VALID
Workload (X2)	X2.1	0,767	0,2006	VALID
	X2.2	0,788	0,2006	VALID
	X2.3	0,720	0,2006	VALID
	X2.4	0,738	0,2006	VALID
	X2.5	0,752	0,2006	VALID
	X2.6	0,718	0,2006	VALID
	X2.7	0,751	0,2006	VALID

Variables	Indicator	R count	R table	Description
Occupational Stress (X3)	X3.1	0,682	0,2006	VALID
	X3.2	0,674	0,2006	VALID
	X3.3	0,713	0,2006	VALID
	X3.4	0,752	0,2006	VALID
	X3.5	0,687	0,2006	VALID
	X3.6	0,681	0,2006	VALID
	X3.7	0,713	0,2006	VALID
	X3.8	0,752	0,2006	VALID
	X3.9	0,697	0,2006	VALID

Based on the data from table 7, it can be concluded that each indicator used in this study, to measure each variable, has a calculated r value that exceeds the r table value. The r table value itself is 0.2006, with 96 respondents. Thus, all indicators in this study are declared valid or valid.

3. Reliability Test

The reliability test is used to measure the consistency of the instrument in the research questionnaire. In this study, the Cronbach's alpha (α) technique was used to test the reliability of each instrument. The instrument is considered reliable if the Cronbach's alpha value is> 0.60. The following are the results of the reliability test that has been carried out:

Table 8. Reliability Test Results

Variables	Cronbach's Alpha	Cronbach Alpha	Description
Turnover Intention (Y)	0,943	0,60	Reliable
Work Life Balance (X1)	0,811	0,60	Reliable
Workload (X2)	0,868	0,60	Reliable
Occupational Stress (X3)	0,873	0,60	Reliable

In table 8, the results of the reliability test on all variables can be seen that Cronbach alpha's> 0.60. Therefore, this proves that all instruments for each variable are declared reliable.

4. Normality Test

The test is carried out to determine whether the dependent variable and the independent variable in the regression model have a normal data distribution or not. The following are the results of the tests that have been carried out:

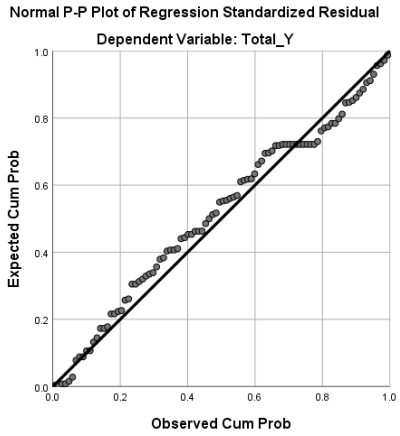

Figure 2. Normality Test Results Using the Probability Plot Graph

Based on the P-Plot graph above, it can be seen that the data (dots) are spread on the diagonal line, with this it can be stated that the data is normally distributed. Another test is carried out with the Kolmogorov-Smirnov test, the following are the results of the Kolmogorov-Smirnov test that has been carried out:

Table 9. Kolmogorov Smirnov Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		96
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	3.58632960
Most Extreme Differences	Absolute	.073
	Positive	.059
	Negative	-.073
Test Statistic		.073
Asymp. Sig. (2-tailed)		.200[c,d]
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Based on table 9, above, it is found that the significance value of Asymp. Sig. (2-tailed) of 0.200> 0.05, this indicates that the residual value in this research data is normally distributed.

5. Multicollinearity Test

The multicollinearity test aims to determine whether the regression model has a relationship between independent variables. The following are the results of the multicollinearity test:

Table 10: Multicollinearity Test Results

Coefficients[a]			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Work Life Balance	.691	1.447
	Workload	.588	1.701
	Occupational Stress	.716	1.396
a. Dependent Variable: Turnover Intention			

Based on table 10 above, it can be seen that the tolerance value of each independent variable is more than 0.10 and the VIF value is less than 10, so it can be concluded that the work life balance, workload, and occupational stress variables do not occur multicollinearity and the regression model is suitable for use in testing.

6. Heteroscedasticity Test

This test aims to check whether in the regression model there are differences (inequality) in the variance of residuals from one observation to another. If the residual variance is not constant, then heteroscedasticity occurs, which can cause the regression results to be less accurate. The following are the results of the heteroscedasticity test:

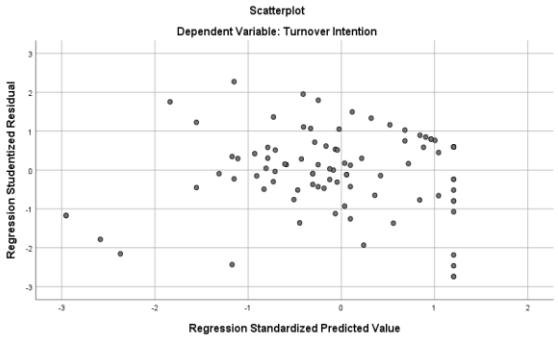

Figure 3. Heteroscedasticity Test

In the scatterplot graph above, the points on the graph are scattered randomly without a certain pattern, so the regression model is homoscedasticity or no heteroscedasticity occurs. Another heteroscedasticity test is done with the Glejser test, if the significance value> 0.05 then the data is declared not to occur heteroscedasticity. The following are the results of the glejser heteroscedasticity test that has been carried out:

Table 11. Heteroscedasticity Test Results Using the Glejser Test

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.180	3.750		1.115	.268
	Work Life Balance	-.067	.109	-.076	-.611	.543
	Workload	-.007	.089	-.010	-.074	.941
	Occupational Stress	-.015	.072	-.026	-.215	.830
a. Dependent Variable: Abs_RES						

Source: Data Processed by Researchers, 2025

Based on the data listed in the table, it can be concluded that there is no indication of a heteroscedasticity problem. This is due to the significance values of the three independent variables which are all above 0.05.

7. Multiple Linear Regression Analysis

Multiple linear analysis aims to determine the influence of independent variables, namely work life balance (X1), workload (X2) and occupational stress (X3) on the dependent variable, namely turnover intention (Y). Data processing with multiple linear regression equations can be seen in the following table:

Table 12. Multiple Linear Regression Analysis Test Results

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	3.993	5.923		.674	.502
	Work Life Balance	-.482	.173	-.269	-2.796	.006
	Workload	.298	.141	.222	2.122	.037
	Occupational Stress	.363	.113	.303	3.199	.002
a. Dependent Variable: Turnover Intention						

From the attached table 12, it can be seen that the constant value (α value) is 3.993, for work life balance (β1 value) is -0.482, while workload (β2 value) is 0.298, and occupational stress (β3 value) is 0.363. Therefore, the multiple linear regression equation is written as follows:

$$\mathbf{Y = 3.993 + -0.482X_1 + 0.298\ X_2 + 0.363\ X_3 + e}$$

Which means:

a) Based on the constant, it can be predicted that if work life balance, workload, and work stress are at zero, then turnover intention (Y) is expected to be 3.993.
b) The regression coefficient for variable X1 (work life balance) is -0.482. This indicates that every one unit increase in X1 will reduce turnover intention by 0.482, assuming that the other variables remain constant.
c) For X2 (workload), the coefficient is 0.298. This means that every 1 unit increase in X2 will make turnover intention increase by 0.298 units, with other variables remaining constant.
d) The effect of occupational stress on turnover intention is 0.363. This figure implies that if job pressure increases by one unit, then the employee's desire to leave the company will also increase by 0.363 units, assuming other factors do not change.

8. Test Coefficient of Determination (R^2)

The coefficient of determination test aims to see the extent to which the independent variables in this study can explain variations in the dependent variable, namely turnover intention. The following are the results of the coefficient of determination test:

Table 13. Test Results of the Coefficient of Determination

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.640[a]	.410	.391	3.644
a. Predictors: (Constant), Occupational Stress, Work Life Balance, Workload				

b. Dependent Variable: Turnover Intention

Source: Data Processed by Researchers, 2025

Based on table 13 above, it can be seen that the coefficient of determination (R^2) is 0.410, meaning that 41% of the variation in turnover intention can be explained by the independent variables, namely work life balance, workload, and occupational stress. While the remaining 59% turnover intention can be explained by other factors that are not explained in this study.

9. Partial Test (T Test)

Used to test the effect of each independent variable in explaining changes in the dependent variable. Decision making is done by comparing the calculated t value and the t table value with the significance level used, namely 0.05 (α = 5%). The following are the results of the partial test (T test) that has been carried out:

Table 14. Partial Test Results (T Test)

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	T	Sig.
1	(Constant)	3.993	5.923		.674	.502
	Work Life Balance	-.482	.173	-.269	-2.796	.006
	Workload	.298	.141	.222	2.122	.037
	Occupational Stress	.363	.113	.303	3.199	.002

a. Dependent Variable: Turnover Intention

1) **Work Life Balance Affects Turnover Intention:** The calculated t value of -2.796> t table -1.986 and significance 0.006 <0.05, it can be concluded that H0 is rejected and H1 is accepted, and it is said that work life balance has a negative and significant effect on turnover intention.
2) **Workload Affects Turnover Intention:** The calculated t value is 2.122> t table 1.986 and significance 0.037 <0.05, it can be concluded that H0 is rejected and H2 is accepted. and it is said that workload has a positive and significant effect on turnover intention.
3) **Occupational Stress Affects Turnover Intention:** The calculated t value of 3.199> t table 1.986 and significance 0.002 <0.05, it can be concluded that H0 is rejected and H3 is accepted. and it is said that occupational stress has a positive and significant effect on turnover intention.

Discussion

This section examines in depth the calculation results obtained from data processing using SPSS. The main focus is on discussing the hypotheses that have been formulated previously, with the following details:

1. Effect of Work Life Balance on Turnover Intention

The analysis shows that work life balance has a negative and significant effect on turnover intention, with a regression coefficient of -0.482 and a p value of 0.006 (<0.05). This means that the better the work life balance, the lower the turnover intention of generation Z employees in the ABCD Village area. These results support previous research conducted by (Afnisya'id & Aulia, 2021) and (Septianini, 2024) .

2. Effect of Workload on Turnover Intention

Workload has a positive and significant effect on turnover intention, with a regression coefficient of 0.298 and a p value of 0.037 (<0.05). This indicates that the higher the perceived workload, the more likely generation Z employees are to have turnover intention.

Previous researchers, namely Ratnasari (2024) and Nurhaliza et al. (2023) also support this finding by concluding that high workload can increase turnover intention.

3. The Effect of Occupational Stress on Turnover Intention

The results showed that occupational stress has a positive and significant effect on turnover intention, as evidenced by the regression coefficient of 0.363 and a p value of 0.002 <0.05. The higher the level of occupational stress, the greater the tendency of employees to leave their jobs. This finding is in line with the findings of previous researchers, namely Ello et al. (2024) and Ratnasari (2024) which reveal that high occupational stress can increase turnover intention.

CONCLUSION

After going through the process of analysis and discussion above, the following points can be drawn:

1. Work life balance has a negative and significant influence on the turnover intention of generation Z in the ABCD Village area. This means that the better work-life balance employees have, the lower their turnover intention. When employees feel a balance between work and personal life, they tend to be more satisfied with their jobs, have lower stress levels, and feel more attached to the company. Thus, a good work-life balance can reduce turnover intention because employees feel more comfortable and motivated to stay in a work environment that supports their well-being.
2. Workload has a positive and significant effect on turnover intention. This means that the higher the workload, the higher the turnover intention. Excessive workload can increase pressure, reduce job satisfaction well-being, which ultimately encourages the desire to leave work. If this condition is not managed properly, the company risks experiencing a high employee turnover rate. Evaluation related to providing workload to employees in accordance with their competencies needs to be done.
3. Occupational stress has a positive and significant effect on the turnover intention of generation Z workers in the ABCD Village area. Which means that high occupational stress has an impact on high turnover intention. High levels of stress due to work pressure, excessive demands, and lack of support from the work environment can encourage employees to consider leaving their jobs. Stress that is not handled properly can cause physical and mental fatigue, reduce work motivation, and have an impact on work performance. Companies need to create a more supportive work environment by encouraging a healthy work culture, providing mental and physical health support programs.

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