
Moderating Role of Team Effectiveness on the Relationship Between Workload, Work Stress, and Turnover Intention Among Gen Z Women in Labor-Intensive Industries in Cirebon Indonesia

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Abstract:

This study aims to analyze the influence of workload and work stress on the turnover intention of Gen Z female employees in large labor-intensive industries in Cirebon, Indonesia, with team effectiveness as a moderating variable. A quantitative approach was employed, with data collected from 200 respondents using a questionnaire. The data were analyzed using multiple linear regression and Moderated Regression Analysis (MRA). The results show that both workload and work stress have a positive and significant effect on turnover intention. However, team effectiveness only moderates the relationship between work stress and turnover intention, not the relationship between workload and turnover intention. This research contributes to economic growth by highlighting strategies to reduce employee turnover in labor-intensive industries, which are crucial for local economic stability and productivity. Enhancing team effectiveness can mitigate the negative impact of work stress, leading to improved employee retention and business sustainability. This study offers originality by focusing on Gen Z female employees in labor-intensive industries—a demographic and sector that remain underexplored in the Indonesian context, particularly in Cirebon. It also uniquely examines the moderating role of team effectiveness in the relationship between stress, workload, and turnover intention.

Keywords: *Workload, Work Stress, Turnover intention, Team Effectiveness, Gen Z Female Employees*

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1. Introduction

Labor-intensive industries are crucial to the Indonesian economics, especially in the manufacturing sector which absorbs many female workers. In addition to being a driver of economic growth, this sector is also the lifeline for millions of families in various regions. However, the characteristics of routine work, high targets, and tight working hours often create high work pressure and ongoing stress, which can affect the overall well-being of employees.

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Amid these dynamics, female employees from Generation Z occupy an increasingly prominent position. They grew up in the digital age with modern values that emphasize flexibility, self-actualization, and life balance. It is referred to as digital native where gen z develops with technological sophistication and internet openness (Sakitri, 2020). Gen Z tends to have a high level of confidence when entering the workforce and brings expectations for a collaborative and supportive work environment. However, behind this potential, they are also vulnerable to high work pressure especially in labor-intensive industries that often demand physical and emotional resilience. The mismatch between job expectations and realities in the field may have detrimental effects on their mental health and physical well-being, ultimately increasing the intention to leave the job.

According to Robbins and Judge (2018), intention to quit is a form of cognitive expression of an employee's desire to quit work, and is often an early indicator of serious job dissatisfaction. If not anticipated, high turnover intentions can result in various negative impacts for companies, such as increased turnover rates, decreased productivity, and swelling costs for recruiting and training new workers. The accumulation of these conditions can directly threaten the company's sustainability and competitiveness in the long run. Therefore, understanding the factors that contribute to turnover intentions is important, especially in the context of Gen Z women in the labor-intensive industrial sector.

One strategy that can be used to reduce the negative impact of workload and stress on turnover intentions is through strengthening team effectiveness. A work environment supported by a solid team can create a sense of social support, fair distribution of workload, and open communication between team members (Mangkunegara, 2017). In a conducive work environment like this, employees feel valued, cared for, and have a stronger attachment to the workplace. Thus, team effectiveness has the potential to be a moderation variable that can weaken the negative link between employment and pressure and attrition intention.

In light of this background, this research attempts to investigate the influence amount of work and work stress on turnover intention, considering team effectiveness as a moderation variable. The focus of this study is Generation Z female employees who work in large, labor-intensive industries. The results of this investigation are expected to create a practical involvement in companies in designing strategies to improve work welfare, as well as help reduce the level of intention to quit to maintain the stability of a productive and competitive workforce.

This research makes an important contribution to the development of the human resource management literature by highlighting the turnover intentions of Generation Z female employees in labor-intensive industries—demographic groups that are still rarely the focus in similar studies. The peculiarity of this research lies in the integration between workload and work stress as predictors, as well as the effectiveness of the team as a moderation variable that strengthens or weakens the influence of work conditions regarding the plan to leave. The one that placement of team effectiveness as a moderator variable in this context provides a new perspective

on organizational dynamics, especially in a work environment that demands collaboration and high psychological resilience. In practical terms, the findings of this research can be leveraged by companies to design retention strategies that are more relevant to the characteristics of Gen Z, by emphasizing the importance of a supportive, fair, and work-life balance-oriented work environment.

2. Theoretical Background

Workload and Turnover Intention

Workload, according to Koesomowidjojo (2021), is the process of figuring out how many hours human resources must work, use, and be available to complete a job for a certain period of time. The company requires employees to complete their work with work targets and be completed within a certain period, which is one of the consequences of the staff member's intention to leave. Excessive workload greatly affects the productivity produced and of course affects the quality of the goods produced. This is supported by Wahyuni et al. (2024), who found that excessive workload negatively affects employee retention due to increased work-related fatigue and psychological pressures that lead to turnover intention. Similarly, Ahmad et al. (2023) also indicated that workload has a significant impact on employee performance, where inappropriate workload levels may decrease employee productivity and increase fatigue.

Turnover intention is a psychological condition in which employees have the desire to leave their jobs, and one of the main factors that drives this condition is excessive workload (Priyanti et al., 2022). When the workload provided by the company exceeds the employee's ability limit or does not match the job description, this can trigger mental and physical stress that has an impact on increased turnover intention. Fatigue and burnout are the specific impacts of these conditions, where employees begin to lose motivation and feel unproductive, so that there is a desire to find a healthier and more supportive work environment. In addition, a high workload also often causes a work-life imbalance, due to the demands of working beyond normal working hours. This imbalance ultimately lowers employees' quality of life and contributes to a decrease in overall work productivity. Wahyuni et al. (2024) further emphasized that work-related fatigue not only reduces employee retention but also leads to long-term organizational losses due to absenteeism and health issues

According to Wahyuni et al. (2024), workload is defined as the amount of activity that must be completed by an individual in a specific role or by an organizational unit within a certain period. Workload is also described as the emotional and psychological pressure present in the work environment, which can lead to physical and mental health problems for employees and increase the risk of turnover and absenteeism. This increase turnover intention that can further lead to a decline in organizational productivity (Khotimah 2020). Experienced employees with specialized skills are vital assets for the company; when they leave, not only are technical competencies lost, but also tacit knowledge and internal networks that have been established over time. Such losses can hinder innovation processes, disrupt operational continuity, and

reduce the quality of goods and services delivered, ultimately damaging the company's reputation and competitiveness in the market. Moreover, the recruitment and training of new employees demand considerable time and financial resources, prolonging the adaptation period and impairing the organization's short-term performance. Consequently, organizations facing high turnover intentions encounter serious challenges in sustaining business stability and long-term growth.

Various research has shown supported a positive association among workload and work-related stress on the intention to leave. Thedja (2022) discovered that work-related stress has a substantial influence on increasing turnover purpose. Another study (Chandra, 2024) shows that workload has a favorable impact on employees' want to depart from the organization, as researched in CV employees. Wan Qian. Similar findings were also expressed by Lathif et al. (2022) in the context of a rural bank, where workload affects turnover intention significantly. These findings reinforce the urgency to understand and manage stressors in the workplace to retain employees and create a healthy and productive work setting.

Work Stress and Turnover Intention

Stress at work is a major circumstance that results from the mismatch among job demands and the abilities, expectations, and resources possessed by individuals. Afandi, (2018) and Aini and Fauziah (2024) explained that work stress arises from interactions between individuals and their work, especially when there are unclear changes in the organization or unbalanced work demands. Some of the main the reasons behind work-related stress are the imbalance between the physical and mental condition of employees and the compensation or job satisfaction received, so that it can affect the way employees think, attitude, and behavior at work (Rahadiyanti & Prahiawan, 2024) The dominant factor that contributes to work stress is workload, which is the accumulation of tasks that needs to be finished in a specific amount of time and demands skills and physical and emotional energy (Kartika & Riana, 2024). When the workload does not match the individual's capacity and competence, this triggers high psychological pressure, decreases productivity, and creates a desire to avoid through the intention to quit work. In the long run, this disproportionate workload not only impacts individuals, but also threatens the effectiveness and overall performance of the organization.

According to Hasibuan (2016), work stress is a form of psychological tension that negatively impacts the emotional state, mindset, and self-stability of employees. Generally, this stress is triggered by work demands that exceed the individual's abilities or constant pressure without adequate organizational support. Supriyanto and Nadiyah (2022) added that increased work stress can hinder the achievement of individual and organizational goals. When stress is not managed properly, employees will experience decreased performance, difficulty in decision-making, and loss of control over their behavior and productivity. In extreme conditions, work stress can cause burnout, decreased motivation, health problems, and a sense of hopelessness. (Elizar et al., 2020) emphasized that if work stress lasts for a long time, employees

will reach a point of total exhaustion which leads to the decision to leave the company as a form of escape from unbearable pressure.

The link among turnover and work-related stress intentions additionally been proven through various empirical studies. Juanita and Prasetya (2021) demonstrated that the intention to leave was positively and significantly impacted by work stress in 52 respondents studied. Similar results were obtained by Ratnaningsih (2021), who revealed that the more stressed up you are at work, the more probable an employee is to decide to quit his job. Further support came from Rahadiyanti and Prahiawan (2024)'s study which involved 120 respondents and found that work stress significantly increased turnover intention. Overall, these findings reinforce the position of work stress as one of the main determinants of turnover intention. Therefore, it is important for organizations to strategically manage work stress through equitable distribution of workload, the establishment of a supportive work setting, and the provision of adequate psychological support, to lower the risk of losing potential employees and maintain the sustainability of the organization.

Team Effectiveness as Moderation

Team effectiveness plays a crucial part in moderating the impact of workload and work stress on employee turnover intentions. In a dynamic and stressful work environment, an effective team can serve as a psychological buffer that helps employees handle workloads more constructively. When the team works well together, high work pressure does not necessarily lead to burnout or the desire to leave but can instead be converted into positive energy to achieve collective goals. Conversely, in less effective teams, workloads feel heavier for individuals, increasing work stress and raising turnover risks. Wahyuni et al. (2024) emphasize that workload and work-related fatigue negatively affect employee retention, but with proper organizational support—such as effective team functioning—the negative consequences can be mitigated.

Nugrahaningsih (2022) further explains that high work stress can actually strengthen teamwork when members mutually support one another in completing tasks and overcoming challenges. Under such circumstances, a solid team helps employees remain motivated and capable of performing optimally even under pressure. However, when work stress is poorly managed, as Umillah and Etikariena (2019) point out, it can reduce work motivation and harm employee well-being, thus increasing the intention to leave. In this context, Musyirifi et al. (2024) found that team effectiveness significantly predicts employee innovation behavior and contributes to employee resilience under high job demands, highlighting the crucial role of teamwork in sustaining employee engagement and performance even in challenging environments

Furthermore, Fitriani et al., (2024) explained that team effectiveness is used to describe how much each team member can collaborate optimally in achieving common goals. An effective team is characterized by open communication, trust between members, good coordination, and a clear division of tasks and responsibilities. In teams like these, workloads tend to be distributed more equitably,

so they do not overload individuals. In addition, the emotional support provided between team members also helps reduce the effects of occupational stress and improve overall well-being.

Regarding the connection between workload, work tension, as well as the aim of turnover, Ayunah and Solihin (2023) emphasize that work stress can act as an intervening variable, exacerbating workload's effects on employees' intention to leave. In this context, team effectiveness serves as a protective mechanism that can mitigate these negative effects. Employees who feel socially and professionally supported by their teammates will be more resilient in the face of work pressure, so their intention to stay in the organization increases.

Overall, team effectiveness is a key factor in managing the negative impact of workload and work stress on turnover intentions. A solid and functional team can create a harmonious work environment, distribute tasks evenly, and provide essential social support in maintaining employee motivation and well-being. By building effective teams, companies not only increase productivity, but also strengthen workforce retention. Conversely, team ineffectiveness can exacerbate the impact of work stress, trigger burnout, and increase the likelihood of employees leaving the organization. Therefore, investing in team effectiveness development is a strategic step in creating a healthy, supportive, and sustainable work environment.

Conceptual Framework

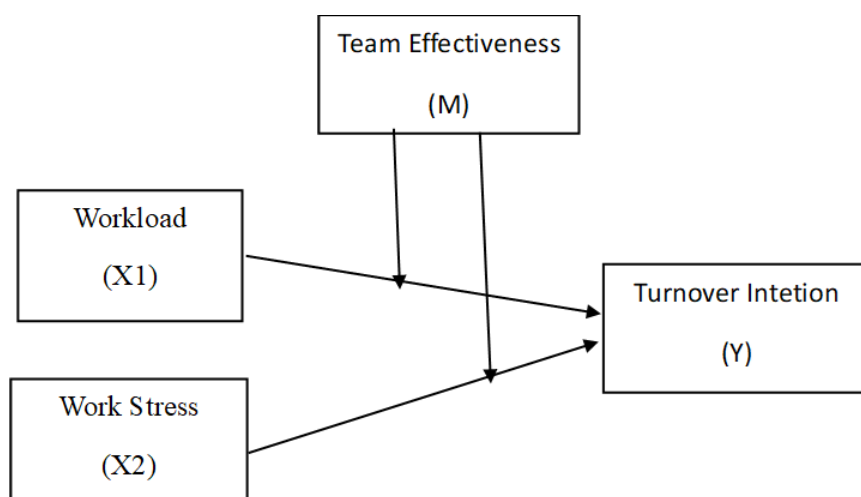


Figure 1. Research Model
Source: Research (2025)

3. Methodology

This study employed a quantitative research design aimed at testing hypotheses using statistical analysis. The primary objective was to examine the impact of workload and work stress on turnover intention, with team effectiveness as a moderating variable. This approach was chosen because it allows researchers to test the relationships between variables in a measurable and objective manner, aligning with the positivist paradigm commonly used in behavioral and organizational research. A deductive method was applied, starting from theory development and hypothesis formulation, followed by empirical testing using structured data.

Data were collected through the distribution of questionnaires to a sample of 200 Generation Z female employees aged between 18 and 26, working in large labor-intensive industries in the Cirebon Regency. A pilot test was first conducted with 10 respondents to ensure the clarity, readability, and validity of the questionnaire items. Based on the feedback, improvements were made to ensure the instrument met the criteria for face validity and reliability. The sampling technique used was purposive sampling, targeting participants with relevant experience to the context of the study.

The research instrument consisted of structured items measured on a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). Each variable was measured using established instruments from prior studies. Workload was measured using indicators adapted from Hart & Staveland (1988) and Koesomowidjojo (2021); Work Stress was assessed based on Afandi (2018) with items reflecting role demands (e.g., "I feel given more work than I should"); Turnover Intention was measured using a scale developed by Abrams, Ando, and Hinkle (1998); and Team Effectiveness was measured using Gibson, Zellmer-Bruhn, and Schwab's (2003) instrument (e.g., "Employees perform tasks according to expectations"). These instruments were selected for their established reliability in previous organizational behavior studies.

The data collected in this study were analyzed using descriptive statistics and inferential statistical methods, including multiple linear regression analysis and moderated regression analysis (MRA), with the help of SPSS software version 25. These techniques were employed to test the direct and moderating effects of the independent variables (workload and work stress) on the dependent variable (turnover intention), as well as to examine the role of team effectiveness as a moderating variable.

Before hypothesis testing, the data underwent several preliminary tests to ensure their quality and suitability for analysis. These included validity and reliability tests. The validity test was conducted using Pearson correlation between each item and the total construct score, with a significance threshold of 0.05. Items with significant correlations were retained. The reliability test was carried out using Cronbach's Alpha, where a value of 0.7 or higher was considered acceptable, indicating good internal consistency among the items within each construct.

To evaluate the proposed model, multiple linear regression analysis was used to determine the effect of workload and work stress on turnover intention. Then,

moderated regression analysis (MRA) was applied to assess whether team effectiveness moderated the relationship between the independent variables and turnover intention. The significance level used for all hypothesis testing was set at 5% ($\alpha = 0.05$). The coefficient of determination (R^2) was also analyzed to assess how well the independent variables explained the variation in turnover intention. This comprehensive analysis enabled the study to assess both the direct effects and the interaction effects within the proposed conceptual framework.

4. Empirical Findings/Result

Instrument Test

Validity test

The validity test in this study was conducted to ensure that each item in the questionnaire accurately measures its respective construct. The method employed was Pearson correlation, which examines the relationship between each indicator and the total score of its construct. An indicator is considered valid if it demonstrates a high and statistically significant correlation value ($\text{Sig.} < 0.05$). The results of the validity test revealed that all indicators for the variables Workload (X1), Work Stress (X2), Turnover Intention (Y), and Team Effectiveness (M) showed strong Pearson correlation values, ranging from 0.765 to 0.968, all with a significance level of 0.000. These findings indicate a very strong relationship between the individual indicators and their respective constructs, confirming that all the items used in the questionnaire are valid and appropriate for measuring the variables in this study.

Reliability Test

Reliability tests are carried out to gauge the internal coherence of a construct. The reliability test in this investigation used Cronbach's Alpha, which indicates how well the items in a construct are correlated with each other.

Table 2. Reliability Test Results

Construct	Cronbach's Alpha
Load (X1)	0.968
Work Stress (X2)	0.984
Turnover Intention(Y)	0.899
Team Effectiveness (M)	0.968

Source: 2025 processed original data

Based on the results of the reliability test, it is evident that all constructs in this study have Cronbach's Alpha values exceeding the minimum threshold of 0.7, indicating strong internal consistency. Three constructs—Workload, Work Stress, and Team Effectiveness—achieved values above 0.96, reflecting excellent reliability. The Turnover Intention construct recorded a Cronbach's Alpha of 0.899, which, although slightly below 0.9, still falls into the "very good" category and confirms the construct's consistency. Therefore, it can be concluded that all measurement instruments used in this study are highly reliable and suitable for further analysis.

Results of Multiple Linear Regression

Table 3. Multiple Linear Regresion

	Type	Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	3.887	.414	
	Workload	.122	.059	.222
	Work Stress	.177	.028	.669

Source: 2025 processed original data

The results of the multiple linear regression analysis show that both workload and work stress have a positive and significant effect on turnover intention. The significance value for the workload variable (X1) is 0.039, which is less than 0.05, indicating that workload has a statistically significant impact on turnover intention. Likewise, the significance value for the work stress variable (X2) is 0.000, which is also below the 0.05 threshold, confirming that work stress significantly influences turnover intention.

The standardized coefficient (Beta) values further demonstrate the strength of these relationships. Work stress has a stronger influence (Beta = 0.669) compared to workload (Beta = 0.222), suggesting that among the two, work stress is the more dominant factor contributing to employees' intentions to leave their jobs.

Coefficient of Determination (R Square)

Table 4. R Square

Model Summary				
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.882a	.778	.776	1.77094

a. Predictors: (Constant), Work Stress, Workload

Source: 2025 processed original data

The value of R Square (0.778) indicates that 77.8% of the variance in turnover intention can be explained by the independent variables workload and work stress. This means that the model has a high explanatory power, showing that these two factors together contribute significantly to predicting employees' intention to leave. The Adjusted R Square value of 0.776 is slightly lower but still very strong, and it adjusts for the number of predictors in the model, providing a more accurate estimate when multiple independent variables are involved. The Standard Error of the Estimate is 1.77094, representing the average distance that the observed values fall from the regression line. A lower standard error suggests that the model predictions are relatively close to the actual values. In conclusion, this model is statistically robust and reliable in explaining turnover intention based on the variables of workload and work stress.

Moderate Regression Analysis (MRA)

Table 5. Moderate Regression Analysis

Variable	t	Sig.
X1.M (Workload × Team Effectiveness)	-0.215	0.830
X2.M (Work Stress × Team Effectiveness)	4.166	0.000

Source: 2025 processed original data

The results of the moderated regression analysis indicate that Team Effectiveness moderates the relationship between Work Stress and Turnover Intention, but not between Workload and Turnover Intention. This is evidenced by the significance value of the interaction between Work Stress and Team Effectiveness (X2.M), which is 0.000 ($p < 0.05$), showing a significant moderating effect. In contrast, the interaction between Workload and Team Effectiveness (X1.M) has a significance value of 0.830 ($p > 0.05$), indicating no moderating effect. Therefore, it can be concluded that Team Effectiveness can reduce the negative impact of Work Stress on employees' intention to leave, but does not significantly influence the effect of Workload on that same intention.

5. Discussion

Considering the outcomes of the data examination that has been conducted, this study indicates that a substantial correlation exists between work-related stress and employees' intention to leave, while workload does not have a significant influence on turnover intention. These results, based on the regression coefficients and the significance levels of each variable, provide empirical support for the strength and direction of the relationship between the variables under investigation (Ahmad et al., 2023; Afandi, 2018).

The workload variable (X1.M) yielded a regression coefficient of $B = 0.000$, $t = -0.215$, and $\text{Sig.} = 0.830$, which exceeds the 0.05 threshold. This finding suggests that workload does not have a significant impact on employees' turnover intentions in this study's context. Although theoretically, a high workload is often associated with an increased desire to leave due to stress and exhaustion (Chandra, 2024; Koesomowidjojo, 2021), in labor-intensive industries in Cirebon Regency, workload does not appear to be the primary determinant of turnover intention. It is likely that other factors such as job satisfaction, compensation, job security, and strong organizational culture provide a buffering effect that mitigates the negative impacts of high workload (Juanita & Prasetya, 2021; Ayunah & Solihin, 2023; Lathif et al., 2022).

Conversely, the work stress variable (X2.M) shows a significant positive relationship with turnover intention, supported by a regression coefficient of $B = 0.004$, $t = 4.166$, and $\text{Sig.} = 0.000$. This implies that higher levels of work stress lead to an increased desire to quit. This finding aligns with previous studies asserting that work stress

contributes to decreased psychological well-being, heightened risk of burnout, and reduced motivation and engagement (Robbins & Judge, 2018; Umillah & Etikariena, 2019). Sources of stress such as excessive demands, pressure from superiors, interpersonal conflicts, or work-life imbalance can accumulate over time and increase the intention to resign (Elizar et al., 2020; Supriyanto & Nadiyah, 2022; Rahadiyanti & Prahiawan, 2024).

These results are reinforced by studies from Budiarti and Prayetno (2024), who found that work stress significantly influences employees' desire to leave, especially in high-pressure roles. Hidayati and Mahfudiyanto (2024) also demonstrated a significant correlation between work stress and turnover intention, particularly in demanding and fast-paced environments. These studies affirm that work stress is a major predictor of employee turnover across various organizational settings.

However, the findings of this study differ from those reported by Sinaga et al. (2024) and Dewi and Suartina (2022), who found that workload significantly impacts turnover intention. In their contexts, increased workload led to a stronger desire among employees to quit. This discrepancy may stem from differences in organizational culture, employee demographics, or other moderating variables not examined in this study, such as leadership style or support systems (Priyayanti et al., 2022; Fitriani et al., 2024).

A possible explanation for the non-significance of workload in this study lies in the high level of team effectiveness. When team effectiveness is optimal, employees receive emotional and practical support, which can buffer the negative effects of high workload. In such collaborative environments, individuals feel respected and engaged, perceiving workload not as a burden but as a manageable challenge (Musyirifi et al., 2024; Nugrahaningsih, 2022). This aligns with the perspective that team cohesion and support systems mitigate stressors at work and improve psychological resilience.

The findings also have significant managerial implications. Organizations aiming to reduce employee turnover should prioritize systematic stress management. Strategies may include fostering a supportive work culture, offering employee assistance programs, conducting managerial training to detect and alleviate employee stress, and promoting work-life balance through flexible work arrangements (Wahyuni et al., 2024; Putu Dian Kartika & Riana, 2024). Ensuring that team effectiveness remains high can also act as a moderating factor, reducing the psychological burden of work stressors (Fitriani et al., 2024; Aini & Fauziah, 2024).

In conclusion, this study enriches the current literature by emphasizing that work stress—rather than workload—is a more dominant predictor of turnover intention, particularly among Gen Z female employees in labor-intensive sectors. While managing workload remains important, the priority for organizations should be on minimizing work-related stress and enhancing team collaboration to build a sustainable and engaged workforce (Mangkunegara & Prabu, 2017; Sakitri, 2020; Thedja, 2022).

6. Conclusions

Based on the findings of this study, it can be concluded that work stress significantly influences the turnover intention of Generation Z female employees working in large labor-intensive industries in Cirebon Regency. While workload also shows an influence, its effect is not significantly moderated by team effectiveness. In contrast, team effectiveness was found to moderate the relationship between work stress and turnover intention. This indicates that an effective team environment can mitigate the negative impact of work stress on employees' desire to leave the organization, but it does not serve the same buffering function when it comes to workload.

These findings support previous research showing that higher levels of work stress lead to an increased intention to quit. As such, managing occupational stress should be a strategic priority for companies aiming to reduce turnover. Organizations are encouraged to take proactive measures such as balancing workload distribution, minimizing stress-inducing factors, and strengthening team effectiveness to create a psychologically supportive work environment. Building strong, cohesive teams may provide the social and emotional support necessary to reduce the adverse effects of stress, thereby encouraging employees to remain committed to their organization.

Furthermore, this study underlines the need for human resource management practices that prioritize employee well-being. Since high work stress emerges as a key driver of turnover intention, companies should implement responsive policies focused on psychological health. These may include more effective workload management systems, regular stress management training, and work-life balance initiatives. Enhancing team effectiveness—by fostering trust, improving communication, and building a collaborative culture—can serve as an important strategy to reduce turnover.

For future research, scholars may consider expanding the demographic scope beyond female Generation Z workers to include different age groups, genders, or industries, to test the generalizability of these findings. Additionally, incorporating other moderating or mediating variables such as job satisfaction, organizational commitment, or leadership style could offer a more comprehensive understanding of turnover intention. Longitudinal studies may also provide deeper insight into how work stress and workload impact turnover over time. By exploring these areas, future research can contribute to more adaptive and inclusive workforce management strategies, especially in the context of evolving generational expectations and workplace dynamics.

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