



Understanding How Workload Drives Turnover Intention: The Mediating Effect of Burnout among Generation Z in Jakarta

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ABSTRACT

High turnover intention among Generation Z has become a critical issue in human resource management, especially in urban areas such as DKI Jakarta, which is dominated by young workers. Generation Z is characterized by a strong orientation toward work-life balance, meaningful work, and flexible, supportive environments. However, heavy workloads without sufficient organizational support may trigger psychological stress and lead to burnout, increasing employees' intention to leave their jobs. This study examined the effects of workload on burnout and turnover intention and tested the mediating role of burnout. Using a quantitative survey method, data were collected from 400 Generation Z employees across various formal sectors in DKI Jakarta and analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) with SmartPLS 4. The results showed that workload significantly affected both burnout and turnover intention, while burnout significantly mediated the relationship between them. These findings emphasized the importance of workload management and mental health strategies to reduce turnover among Generation Z employees.

INTRODUCTION

Interest in intergenerational dynamics has increased substantially over the past decade as rapid social, cultural, and technological changes reshape the global labor landscape. Generation Z (Gen Z) has emerged as a cohort redefining patterns of thinking, behavior, and engagement in modern organizations. This generation signifies a major shift in workplace expectations, where digitalization, flexibility, and well-being form the foundation of professional identity. Understanding Gen Z's work characteristics is therefore essential to grasp the evolution of the workforce and the challenges faced by contemporary organizations.

In Indonesia, Gen Z, born between 1997 and 2012, accounts for 27.94 percent of the total population and constitutes the largest labor segment (BPS Provinsi DKI Jakarta, 2024). In Jakarta, this generation dominates the urban labor market and plays an active role in economic growth. These figures highlight the growing presence of young workers in urban labor markets and emphasize the need to examine their employment behavior, particularly regarding job stability and turnover tendencies.

Gen Z differs significantly from earlier generations. Raised in a digital environment, they prioritize autonomy, authenticity, and purpose-driven work (Setiawati et al., 2024; Wibowo and Ayuningtyas, 2024). Their engagement with employers tends to be flexible and conditional, emphasizing work-life balance and mental well-being. While these values foster creativity and innovation, they also pose challenges for maintaining long-term organizational commitment. Recognizing these generational traits is therefore crucial for enhancing workforce retention in modern organizations.

To effectively reduce turnover intention, organizations must first identify the key factors that influence employees' decisions to leave (Azis et al., 2019). Turnover intention among Gen Z employees has become a major concern in competitive labor markets. Data from BPS DKI Jakarta (2024) show that individuals aged 15–24 have the highest unemployment rate, including many who were previously employed. This pattern indicates frequent job changes and a high level of voluntary turnover, suggesting both career exploration and misalignment between generational expectations and workplace realities.

Table 1 Unemployment by Age Group in DKI Jakarta, 2023

Age Group	Unemployed with Previous Work Experience	Unemployed without Work Experience	Total
15–24	48,260	138,013	186,273
25–34	60,789	41,412	102,201
35–44	26,420	15,565	41,985
45–54	15,794	5,401	21,195
55+	8,172	3,720	11,892
Total	159,435	195,061	354,496
Total	159,435	195,061	354,496

Source: BPS DKI Jakarta (2024)

Table 1 presents the unemployment rate by age group in DKI Jakarta (2023), showing that the 15–24 age group dominates the unemployed population. This finding reinforces the notion that turnover and employment instability are structural issues affecting younger workers in Jakarta's labor market rather than isolated individual behaviors.

A recent survey by Salsabilla (2024) found that 59 percent of Gen Z employees intend to resign, revealing widespread psychological disengagement. Understanding the factors behind this intention is particularly important in Jakarta's fast-paced economic environment. Companies can respond to this issue by developing clear career paths, internal mobility programs, and creative opportunities that support Gen Z's self-actualization needs (Adi and Sary, 2025).

Workload has been identified as a key factor influencing turnover intention (Dudija and Putri, 2025). Excessive job demands that exceed an employee's physical and cognitive capacity can cause chronic stress and reduce job satisfaction (Abbas et al., 2021). Over time, such strain often leads to burnout, characterized by emotional exhaustion and reduced personal accomplishment (Tavella et al., 2021). A report by Eagle Hill Consulting (2024) found that 54 percent of Gen Z employees experience burnout, compared with 52 percent of Millennials and 42 percent of Generation X, underscoring their greater vulnerability to psychological fatigue in high-demand environments.

Research increasingly highlights burnout as a mediating mechanism linking workload to turnover intention. Pamungkas and Suton (2024) and Pratiwi et al. (2025) demonstrated that burnout significantly mediates this relationship among younger employees. The Job Demands–Resources (JD-R) model proposed by (Demerouti et al., 2001) supports this explanation, suggesting that burnout occurs when job demands exceed available resources such as autonomy, feedback, and social support. Nevertheless, previous studies have produced mixed findings. While Saputro et al. (2020) reported no mediation effect, Bogar et al. (2021) and Wardati (2018) observed opposite results. These inconsistencies highlight the role of contextual and generational factors, indicating a need for further investigation in developing economies.

Most existing studies have been conducted in Western or industrial contexts, providing limited understanding of how these relationships operate in developing countries like Indonesia, where socio-economic structures and employment systems differ. Examining Gen Z employees in Jakarta thus offers valuable insight into how workload and burnout interact to influence turnover intention within a dynamic urban setting. Addressing this research gap enables the present study to extend the JD-R framework across both generational and cultural dimensions.

This study investigates the effect of workload on turnover intention with burnout as a mediating variable among Generation Z employees in DKI Jakarta. It contributes theoretically by clarifying burnout's mediating role in the workload–turnover relationship and practically by offering recommendations for developing generationally responsive human resource strategies. The findings are expected to enrich understanding of turnover mechanisms and support sustainable talent management in multigenerational workplaces.

LITERATURE REVIEW

Workload and Turnover Intention

Workload is one of the most influential organizational factors affecting employee motivation and retention. A national survey by Jakpat (2024) reported that 59 percent of Generation Z respondents in Indonesia intended to resign from their current positions, with 26 percent identifying excessive workload as the main reason (Yonatan, 2024). This result highlights workload as a key determinant of both employment continuity and psychological well-being. Workload refers to the quantity and intensity of tasks that employees must complete within specific time constraints (Inegbedion et al., 2020; Yazid, 2024). When perceived job demands exceed personal capacity, employees experience stress and dissatisfaction that may lead to turnover intention (Shah et al., 2022).

Empirical research consistently confirms a link between workload and turnover intention across various industries. Ki and Choi-Kwon (2022) found that younger employees who face heavy workloads show higher resignation rates than older workers. This finding suggests that younger cohorts evaluate employment not only in terms of pay or job security but also emotional well-being and quality of life. Consequently, workload functions as both a physical and psychological stressor that undermines organizational attachment.

For Generation Z, who emphasize autonomy, flexibility, and mental health, excessive workload is often incompatible with personal aspirations. Sandini et al. (2024) observed that Gen Z employees perceive rigid work systems and unrealistic performance demands as violations of their expectations for meaningful and balanced work. Such perceptions reinforce the relationship between workload and turnover intention, particularly in competitive urban labor markets.

H1: Workload has a significant effect on turnover intention among Generation Z employees in Jakarta.

Workload and Burnout

Burnout has been officially recognized by the World Health Organization (WHO) as a psychological condition resulting from unmanaged workplace stress (Demerouti, 2024).. It is characterized by emotional exhaustion, depersonalization, and diminished personal accomplishment (Leiter and Maslach, 2016). Among multiple organizational stressors, workload remains the most influential antecedent of burnout. Irawan and Leksono (2021) define workload as a perceived imbalance between job demands and personal resources, where prolonged pressure exceeds coping ability.

The theoretical foundation of this relationship is well established. Maslach and Leiter (2016) identified “work overload” as one of six core dimensions contributing to burnout. When tasks continuously surpass an individual’s physical and cognitive limits, chronic fatigue develops, leading to emotional disengagement. Pluta and Rudawska (2021) found that excessive workload triggers emotional exhaustion, lowering enthusiasm and long-term productivity. These perspectives emphasize that workload acts as both a trigger and a sustaining factor of burnout.

Empirical studies reinforce this relationship. Yazid (2024) found that prolonged exposure to heavy workloads causes energy depletion and psychological detachment. Demerouti (2024) added that inadequate recovery and lack of organizational support accelerate burnout. Generation Z employees, who value mental health and self-development, are particularly prone to burnout under excessive job pressure. Managing workload through flexible scheduling and adequate recovery periods is therefore essential to prevent burnout in this generational workforce.

H2: Workload has a significant effect on burnout among Generation Z employees in Jakarta.

Burnout and Turnover Intention

Burnout significantly affects turnover intention by reducing job satisfaction and organizational commitment. Data from Jakpat (2024) revealed that many Gen Z employees considering resignation cited mental fatigue as a primary factor. Hillert et al. (2020) explained that chronic burnout erodes motivation, engagement, and sense of purpose at work. Similarly, Maslach and Jackson (2023) demonstrated that burnout weakens employees' psychological attachment to their jobs and diminishes their optimism about future prospects within the organization.

Empirical evidence consistently supports this relationship. Sari and Nurhasanah (2025) reported a positive and significant correlation between burnout and turnover intention among young banking employees in Jakarta. Their findings showed that emotional exhaustion and reduced accomplishment increase the likelihood of seeking alternative employment. Likewise, Pamungkas and Suton (2025) confirmed that burnout serves as a central variable in explaining resignation behavior among Generation Z workers, especially those facing high job demands.

Burnout functions as a psychological bridge linking workplace strain to behavioral withdrawal. This mechanism is especially relevant for younger employees who value mental health and self-expression. Gen Z employees experiencing burnout tend to disengage, lose enthusiasm, and develop intentions to resign. Addressing burnout through workload management and well-being initiatives can help reduce turnover and enhance long-term organizational resilience.

H3: Burnout has a significant effect on turnover intention among Generation Z employees in Jakarta.

Integrated Relationship among Workload, Burnout, and Turnover Intention

The interplay among workload, burnout, and turnover intention represents an integrated psychological process explaining workforce instability, particularly among young employees. Data from BPS DKI Jakarta (2024) indicate that 48,260 individuals aged 15–24 were unemployed after previously holding jobs, reflecting high job mobility in this group. This evidence suggests that turnover is not merely an individual decision but a systemic outcome driven by organizational stressors and emotional exhaustion.

Maslach and Leiter (2023) conceptualized burnout as a mediating factor linking workload to turnover intention. In this framework, heavy workloads induce emotional exhaustion, which subsequently heightens the desire to resign. The Job Demands–Resources (JD-R) model developed by Demerouti et al. (2001) supports this logic by explaining that burnout arises when job demands exceed available resources such as autonomy, feedback, and social support. Pratiwi et al. (2025) empirically confirmed that burnout mediates the workload–turnover relationship, showing how prolonged job strain translates into withdrawal behavior through psychological fatigue.

However, research results remain mixed. Saputro et al. (2020) found no mediating effect of burnout between workload and turnover intention, whereas Bogar et al. (2021) and Wardati (2018) reported strong mediation. These inconsistencies underscore the importance of contextual and generational factors. For Generation Z employees in Jakarta, who face fast-paced work environments and high performance demands, burnout is likely to play a stronger mediating role. Understanding this mechanism provides a theoretical foundation for organizations to design interventions that sustain productivity while protecting employee well-being.

H4: Burnout mediates the relationship between workload and turnover intention among Generation Z employees in Jakarta.

METHODOLOGY

This study used a quantitative causal approach with a cross-sectional design to examine the relationships among workload, burnout, and turnover intention among Generation Z employees in Jakarta. The quantitative method enabled objective measurement and hypothesis testing (Sugiyono and Lestari, 2021) within a positivist paradigm emphasizing empirical observation and verifiable analysis (Hair et al., 2022). The research was non-interventional, focusing on existing workplace conditions, with the individual employee as the unit of analysis.

The population consisted of Generation Z employees born between 1997 and 2012 who were formally employed in DKI Jakarta. Jakarta was selected for its competitive and high-pressure work environment (BPS, 2024). A total of 400 respondents were selected using probability sampling with a simple random technique to ensure equal selection opportunities. This method was feasible because Generation Z in Jakarta represents a large, digitally connected, and relatively homogeneous group, allowing effective online data collection across industries.

The sample size was determined using the Slovin formula with a 5 percent margin of error, which was appropriate given the absence of a complete sampling frame for Gen Z workers. This method provided a statistically valid estimate for large populations and met the minimum requirement for PLS-SEM analysis (Hair et al., 2022). Data were collected through an online questionnaire distributed via Google Forms to respondents across Jakarta's five administrative regions.

Three latent variables were analyzed: workload (X), burnout (Z), and turnover intention (Y). All items were measured using a five-point Likert scale

from 1 (strongly disagree) to 5 (strongly agree) (Sugiyono and Lestari, 2021). The workload variable, adapted from Qoyyimah et al. (2020), included five dimensions: work volume, task complexity, time pressure, physical-mental condition, and social contact. These dimensions captured the quantitative and qualitative aspects of job demands, such as task amount, difficulty, deadlines, and interpersonal interactions.

The burnout variable, adapted from Edú-Valsania et al. (2022), comprised two dimensions: exhaustion and disengagement. Exhaustion represented fatigue and emotional depletion due to prolonged pressure, while disengagement reflected withdrawal and loss of involvement. The turnover intention variable, adapted from Priyono and Tampubolon (2023), covered three dimensions: thinking of quitting, intention to seek alternatives, and intention to quit. Each variable was measured with statement items reflecting real workplace experiences.

Data were analyzed using the Partial Least Squares-Structural Equation Modeling (PLS-SEM) technique with SmartPLS version 4. This method was suitable for complex causal models and non-normally distributed data (Ghozali and Latan, 2015). The analysis consisted of two stages: the measurement model and the structural model. The measurement model tested reliability and validity using outer loading, Average Variance Extracted (AVE), Cronbach's alpha, and Composite Reliability (Hair et al., 2022). The structural model evaluated causal relationships between constructs using the coefficient of determination (R^2) and predictive relevance (Q^2).

Hypotheses were tested through the bootstrapping procedure with 5,000 resamples. Relationships were considered significant when the p-value was below 0.05 and the t-statistic exceeded 1.96 (Hair et al., 2022). Path coefficients were used to interpret the strength and direction of relationships, focusing on whether workload directly affected turnover intention and whether burnout mediated this effect among Generation Z employees in Jakarta.

RESEARCH RESULT

The respondents were Generation Z employees born between 1997 and 2012 who were formally employed in companies and organizations across the Special Capital Region of Jakarta (DKI Jakarta). This group represents a productive segment of the urban labor force contributing to Jakarta's economic growth and demonstrating adaptability in modern workplaces. Respondents were selected using a simple random sampling technique to ensure equal selection opportunities. A total of 400 participants were obtained, proportionally representing the five administrative regions of Jakarta: South, East, Central, West, and North. Their demographic characteristics, including work location, gender, age, and length of employment, are presented in Table 2.

Table 2 Respondent Characteristics

Category	Sub-category	Frequency	Percentage (%)
Work Location	South Jakarta	122	30.50
	East Jakarta	80	20.00
	Central Jakarta	90	22.50
	West Jakarta	94	23.50
	North Jakarta	14	3.50
Gender	Male	303	75.75
	Female	97	24.25
Age	Under 15 years	3	0.75
	16-20 years	37	9.25
	21-25 years	310	77.50
	Above 26 years	50	12.50
Length of Employment	Less than 1 year	32	8.00
	1-3 years	193	48.25
	3-5 years	68	17.00
	More than 5 years	107	26.75
Total Respondents		400	100.00

Source: Processed by the Researcher (2025)

As shown in Table 2, most respondents worked in South Jakarta (30.50%), followed by West Jakarta (23.50%) and Central Jakarta (22.50%), which are the city's main economic and industrial centers. The gender distribution indicates that 75.75% were male, showing that Jakarta's formal employment sector remains male-dominated, particularly in jobs requiring mobility and long working hours. In terms of age, the majority were 21-25 years old (77.50%), representing early-career Generation Z employees who have recently entered the workforce. This reflects Jakarta's demographic profile, where young professionals increasingly dominate formal employment. Regarding work experience, 48.25% had one to three years of tenure, suggesting that most respondents were in the early stages of their careers, while 26.75% had more than five years of experience, indicating greater stability and career development among older Generation Z workers. Overall, the respondent profile depicts a young, urban, and productive workforce typical of Jakarta's dynamic labor market.

Structural Equation Modelling-Partial Least Squares (SEM-PLS) Inner Model

The Structural Equation Modeling-Partial Least Squares (SEM-PLS) method was employed to analyze causal relationships among latent variables represented by multiple indicators. This technique was chosen for its suitability in handling complex models, small sample sizes, and non-normally distributed data (Hair et al., 2022). The estimation and analysis were performed using SmartPLS version 4. The measurement model was evaluated before structural testing to ensure validity and reliability. Convergent validity was examined

through indicator loadings and Average Variance Extracted (AVE), while discriminant validity was assessed using the Fornell–Larcker criterion. Indicators with loading values above 0.70 and AVE exceeding 0.50 were considered valid, indicating that more than half of the variance in each indicator was explained by its corresponding construct (Hair et al., 2022).

Table 3 Outer Loadings and Average Variance Extracted (AVE)

Construct	Code	Loading Value	Average Variance Extracted (AVE)
BO	BO1	0.916	0.773
	BO2	0.775	
	BO3	0.896	
	BO4	0.828	
	BO5	0.916	
	BO6	0.835	
	BO7	0.872	
	BO8	0.906	
	BO9	0.895	
	BO10	0.906	
	BO11	0.911	
TO	TO1	0.887	0.773
	TO2	0.899	
	TO3	0.901	
	TO4	0.871	
	TO5	0.916	
	TO6	0.796	
WL	WL1	0.845	0.606
	WL2	0.841	
	WL3	0.723	
	WL4	0.732	
	WL5	0.783	
	WL6	0.786	
	WL7	0.766	
	WL8	0.821	
	WL9	0.740	
	WL10	0.737	

Source: Processed by the Researcher (2025)

All indicators in Table 3 recorded loading values above 0.70, confirming that they reliably measure their respective constructs. The Average Variance Extracted (AVE) values for Burnout (0.773), Turnover Intention (0.773), and Workload (0.606) all exceed the threshold of 0.50, which indicates strong convergent validity. These results demonstrate that each construct explains a substantial proportion of the variance in its observed indicators and that the measurement model is valid and internally consistent.

To further validate the distinctiveness of each construct, the Fornell–Larcker Criterion was applied. This method compares the square root of each

construct's AVE with its correlations to other constructs. Discriminant validity is achieved when the square root of the AVE is greater than the inter-construct correlations.

Table 4 Fornell-Larcker Criterion

Construct	BO	TO	WL
BO	0.879	0.700	0.573
TO	0.700	0.879	0.627
WL	0.573	0.627	0.779

Source: Processed by the Researcher using SmartPLS 4 (2025)

The results presented in Table 4 show that the square root of the AVE for each construct is greater than its correlations with other constructs. This finding indicates that each variable in the model is empirically distinct and does not overlap conceptually with others. Therefore, both convergent and discriminant validity criteria are fully satisfied, confirming that the measurement model in this study is statistically valid and reliable for further structural model analysis.

The reliability test assessed the internal consistency of each construct in the measurement model using Cronbach's Alpha (CA) and Composite Reliability (CR). Both metrics evaluate whether the indicators of each construct consistently measure the same underlying concept. According to Hair et al. (2022), reliability is considered satisfactory when CA and CR values exceed 0.70, indicating strong internal consistency among indicators. The results of the reliability test for all constructs are presented in Table 5.

Table 5 Reliability Test Results

Construct	CA	CR (pa)	CR (pc)
BO	0.970	0.971	0.974
TO	0.941	0.946	0.953
WL	0.928	0.941	0.939

Source: Processed by the Researcher (2025)

The results in Table 4.12 confirm that all constructs exhibit CA and CR values above 0.70, satisfying the reliability threshold. These findings indicate that all indicators possess strong internal consistency in measuring their respective constructs. Therefore, the measurement model used in this study is considered reliable, consistent, and suitable for further structural analysis.

Inner Model (Structural Model Test)

The structural model was evaluated to examine the relationships among latent constructs in the research framework. This assessment included three primary measures: collinearity issues, coefficient of determination (R²), and predictive relevance (Q²). These indicators collectively determine the strength, quality, and predictive power of the proposed model (Hair et al., 2022). The collinearity test was conducted to identify potential multicollinearity among the independent variables in the model. The evaluation used the Variance Inflation Factor (VIF), which indicates the degree of correlation among independent constructs relative to the dependent variable. According to the general criterion,

when $VIF < 5$, no significant multicollinearity problem exists in the model (Hair et al., 2022).

Table 6 Collinearity Test Results

Relationship	VIF Value
BO → TO	1.489
WL → BO	1.000
WL → TO	1.489

Source: Processed by the Researcher using SmartPLS 4 (2025)

All VIF values in Table 6 are below the threshold of 5, indicating the absence of multicollinearity among independent and dependent variables. Therefore, the relationships within the model are statistically stable and free from redundancy effects. The R^2 value measures the proportion of variance in the dependent variable that is explained by the independent variable(s). According to Hair et al. (2022), an R^2 value above 0.67 indicates a strong level of explanation, values between 0.33 and 0.67 indicate a moderate level, and values below 0.33 indicate a weak level of influence.

Table 7 Coefficient of Determination (R^2)

Construct	R^2	Adjusted R^2	Interpretation
BO	0.328	0.327	Moderate
TO	0.566	0.563	Moderate

Source: Processed by the Researcher using SmartPLS 4 (2025)

As shown in Table 7, the R^2 value of 0.328 for BO indicates that WL explains 32.8% of the variance in BO, while the remaining 67.2% is explained by other factors not included in the model. Meanwhile, the R^2 value of 0.566 for TO suggests that WL and BO together explain 56.6% of the variance in TO, leaving 43.4% influenced by other variables outside the model. These results demonstrate that the model possesses moderate explanatory power.

The Q^2 Predictive Relevance test was used to evaluate the predictive capability of the model in estimating endogenous constructs. A model demonstrates predictive relevance when $Q^2 > 0$, indicating that the observed data can be well reconstructed by the model (Hair et al., 2022).

Table 8 Predictive Relevance (Q^2)

Construct	Q^2	Interpretation
TO	0.386	Good
BO	0.322	Good

Source: Processed by the Researcher (2025)

The results in Table 8 show that both Q^2 values for BO (0.322) and TO (0.386) are greater than zero. These results confirm that the model possesses good predictive relevance, meaning it can effectively predict the endogenous variables based on their exogenous constructs.

Hypothesis Testing

The hypothesis testing aimed to assess the statistical significance of the relationships among latent variables within the structural model. This stage was conducted after both the measurement (outer) and structural (inner) models met the established validity and reliability criteria. The test was performed using the bootstrapping procedure in SmartPLS 4 with 5,000 resamples. Following Hair et al. (2022), the significance of each path coefficient was evaluated by comparing the t-statistic to the critical value of 1.96 at a 5% significance level ($\alpha = 0.05$) and by examining the p-value. A p-value < 0.05 indicates a statistically significant effect, while the sign of the path coefficient shows the direction of the relationship, whether positive or negative.

Table 9 Path Coefficient and Indirect Effect Results

Path Relationship	Original Sample (O)	Sample Mean (M)	STDEV	t	P values	Result
WL → BO	0.507	0.506	0.055	9.136	0.000	Significant
BO → TO	0.573	0.575	0.039	14.611	0.000	Significant
WL → TO	0.337	0.339	0.054	6.179	0.000	Significant
WL -> BO -> TO	0.290	0.291	0.042	6.838	0.000	Significant

Source: Processed by the Researcher (2025)

The results presented in Table 9 indicate that all direct and indirect relationships among WL, BO, and TO are statistically significant. All *t*-statistics exceed 1.96 and all *p*-values are below 0.05, confirming the acceptance of every proposed hypothesis. WL has a significant positive effect on BO ($O = 0.573, p < 0.05$), indicating that higher workload levels increase burnout among respondents. BO also shows a significant positive effect on TO ($O = 0.507, p < 0.05$), confirming that greater burnout corresponds to higher turnover intention. WL significantly affects TO directly ($O = 0.337, p < 0.05$), and the indirect effect through BO ($O = 0.290, p < 0.05$) demonstrates that BO mediates the relationship between WL and TO. Therefore, all hypotheses (H1, H2, H3, and H4) are accepted.

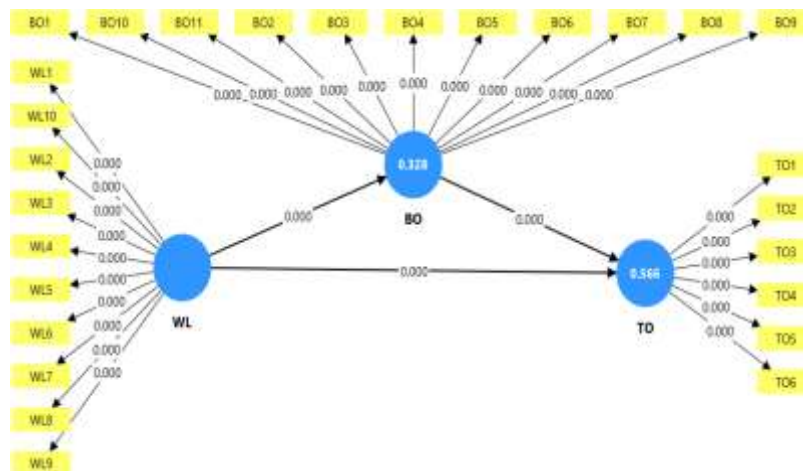


Figure 1 Diagram Inner Model
Source: Processed by the Researcher (2025)

DISCUSSION

The Effect of Workload on Turnover Intention

The results show that workload has a positive and significant effect on turnover intention among Generation Z employees in DKI Jakarta. Excessive job demands increase physical strain and psychological pressure, prompting employees to consider leaving. When workloads exceed individual capacity, stress disrupts mental balance and weakens organizational commitment. This tendency is particularly evident among younger employees who prioritize psychological well-being and flexibility over financial rewards (Sandini et al., 2024).

Workload, defined as the volume and intensity of tasks within limited time constraints, becomes a source of tension when employees cannot balance job expectations and personal resources (Sandini et al., 2024). Respondents in this study reported high workload levels, especially in time pressure and task complexity. This aligns with Ki and Choi-Kwon (2022), who found that younger workers have lower tolerance for sustained overload due to their focus on work-life balance. In contrast, Saputro et al. (2020) found that workload had no significant direct effect on turnover intention, indicating that contextual and generational factors may alter the strength of this relationship.

In Jakarta's urban work environment, where competition and multitasking are constant, workload pressure intensifies psychological fatigue. The sensitivity of Generation Z to stress makes them more likely to disengage when personal well-being is compromised. This finding confirms the relevance of the Job Demands-Resources (JD-R) Model (Demerouti et al., 2001), emphasizing that high job demands without adequate recovery or autonomy lead to disengagement. Effective workload management through equitable task distribution and flexible scheduling is essential to retain younger employees in such demanding settings.

The Effect of Workload on Burnout

This study demonstrates that workload significantly increases burnout among Generation Z employees in Jakarta. Higher workload correlates with higher emotional exhaustion and disengagement, showing that job pressure is a key stressor that reduces enthusiasm and energy at work. When performance expectations rise without corresponding resources, burnout becomes inevitable. These findings are consistent with the JD-R Model (Demerouti et al., 2001), which associates work overload with diminished well-being.

Empirical studies have confirmed this relationship. Priyono and Tampubolon (2023) reported that heavy workloads heighten emotional fatigue, while Rotinsulu et al. (2024) found that urban work intensity correlates with burnout among young employees. Pratiwi et al. (2025) identified workload as a strong predictor of burnout in service industries, while Bogar et al. (2021) emphasized that workload indirectly affects turnover intention through burnout and job satisfaction.

For Generation Z employees, workload is not merely a functional issue but a psychological boundary. They are more sensitive to perceived imbalance and

loss of autonomy, valuing purpose, flexibility, and mental health (Sandini et al., 2024). Alamsyah and Abadiyah (2024) also found that burnout strengthens the impact of workload on turnover intention among younger employees. This indicates that burnout among Gen Z arises faster due to heightened emotional awareness and intolerance toward rigid work structures. Managers should therefore treat workload management as a psychological well-being issue by ensuring realistic targets, sufficient rest, and a supportive team environment.

The Effect of Burnout on Turnover Intention

The findings confirm that burnout significantly predicts turnover intention. Emotional exhaustion and disengagement cause employees to withdraw mentally and plan to resign. Burnout acts as a transitional stage in which declining motivation evolves into the intention to leave. When intrinsic satisfaction and sense of accomplishment diminish, employees' emotional attachment weakens, raising the likelihood of turnover (Maslach and Leiter, 2023).

Several studies reinforce this conclusion. Sari and Nurhasanah (2025) identified burnout as a determinant of turnover intention among young banking employees in Jakarta. Pamungkas and Suton (2025) also found that sustained emotional strain increases job-change tendencies among Generation Z workers. Bogar et al. (2021) showed that burnout mediates the impact of job stress on loyalty reduction. These inconsistencies highlight the importance of generational differences.

Among Generation Z employees in Jakarta, burnout emerges more quickly due to constant connectivity, high performance pressure, and a culture that values individual fulfillment. Alamsyah and Abadiyah (2024) noted that burnout amplifies the link between job pressure and resignation intent, reflecting Gen Z's lower tolerance for prolonged emotional strain. These patterns reveal that for younger workers, mental health awareness and self-worth are central to their career decisions. Organizations must therefore strengthen psychological support systems, adopt flexible working models, and establish recognition mechanisms to maintain engagement and retention.

The Mediating Role of Burnout

The mediation analysis confirmed that burnout significantly mediates the relationship between workload and turnover intention. Psychological fatigue acts as an indirect pathway through which workload translates into withdrawal behavior, supporting the JD-R Model (Demerouti et al., 2001). Alamsyah and Abadiyah (2024) found that burnout reinforces the effect of workload on turnover intention, while Bogar et al. (2021) observed that workload impacts turnover only through burnout and job satisfaction. However, Saputro et al. (2020) found no mediation effect, indicating that generational and cultural contexts influence the strength of this relationship.

This study clarifies that for Generation Z employees in Jakarta, burnout is a strong mediating mechanism due to their distinct work values and psychological expectations. Gen Z workers, who emphasize autonomy, flexibility, and well-

being, experience faster emotional depletion under rigid or high-pressure conditions. The urban context of Jakarta, with its fast-paced work culture and digital demands, further amplifies these effects, making burnout a critical determinant of turnover intention.

From a managerial perspective, these findings highlight the need to balance productivity with emotional sustainability. Stress management training, employee assistance programs, and flexible work schedules are essential to prevent burnout. As Wen et al. (2021) emphasized, organizations that promote resilience through social support and adaptive structures experience lower turnover rates. By demonstrating that burnout mediates the workload–turnover nexus more strongly among Gen Z employees, this study contributes to refining the JD-R Model and emphasizes the generational sensitivity of psychological stress processes.

CONCLUSIONS AND RECOMMENDATIONS

This study confirmed that workload had a significant effect on burnout and turnover intention among Generation Z employees in DKI Jakarta. Employees who experienced excessive job demands reported higher emotional and physical exhaustion, which subsequently increased their intention to leave. Burnout served as a mediating mechanism, indicating that workload influenced turnover intention both directly and indirectly through psychological strain. These results affirm that high work pressure undermines employees' well-being, satisfaction, and organizational commitment.

Theoretically, this study extends the Job Demands–Resources (JD-R) Model by emphasizing the generational dimension in understanding burnout mechanisms. The findings reveal that Generation Z, who value autonomy, flexibility, and mental health, respond more sensitively to excessive workload than earlier cohorts. This highlights that generational context modifies how job demands and resources interact within the JD-R framework, making burnout not only a universal psychological response but also a generationally conditioned process shaped by contemporary work values.

From a managerial perspective, the results underscore the importance of balancing performance expectations with emotional sustainability. Effective workload management, adequate recovery time, and supportive supervision are necessary to reduce burnout and turnover. Organizations that cultivate open communication, provide recognition, and promote flexible work arrangements are more likely to retain young, skilled employees.

ADVANCED RESEARCH

Despite its limitations such as the cross-sectional design, self-reported data, and focus on DKI Jakarta, this research offers robust empirical evidence on how workload and burnout interact to influence turnover intention in modern urban workplaces. Future research should employ longitudinal or mixed-method designs and include comparative analyses across generations and regions to enhance generalizability.

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