

# The Impact of Work Environment and Workload on Turnover Intention Among Generation Z Employees in Kota Bandung

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**Abstract:** This study aims to analyze the impact of the work environment and workload on turnover intention among Generation Z employees in Bandung City. Generation Z, born between 1996 and 2012, is entering the workforce with distinct expectations, especially concerning work-life balance and workplace flexibility. With the increasing number of Generation Z employees in Indonesia, understanding factors that influence their turnover intention is crucial for organizations to retain talent. The research employs a quantitative approach, using a questionnaire distributed to 180 Generation Z employees currently working in Bandung. Descriptive statistics and hypothesis testing, including path analysis with Partial Least Squares Structural Equation Modeling (PLS-SEM), are utilized to evaluate the relationships between work environment, workload, and turnover intention. The findings show that a positive work environment significantly reduces turnover intention, while a higher workload increases turnover intention. The study concludes that improving the work environment and managing workload effectively can reduce turnover intention among Generation Z employees. Organizations are encouraged to focus on these areas to enhance employee retention.

**Kata Kunci:** work environment; workload; turnover intention; generation Z employees.

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## INTRODUCTION

A generation refers to a group of individuals who were born in the same time period and share similar characteristics, beliefs, and behaviors (Santosa, 2019). Generation Theory, which was first discussed by Karl Mannheim, is a generation that consists of individuals who have been born under the same temporal reference point and experience similar historical events in an organization; the experiences within that organization shape the values and perception of the generation (Lubis & Mulianingsih, 2019). Generation is one of the most important social factors, especially in the corporate environment, because it allows the company to find out how to effectively organize the exchange of information between different generations in the company. The generations in organizations are at times referred to as the workforce, but not all generations present in a company's population are of working age. Generation Z refers to individuals born between 1996 and 2012, making them currently between 11 and 27 years old. As members of this generation grow older, many have already entered the workforce, marking the arrival of a new wave of employees eager to contribute to organizations and industries worldwide. Unlike previous generations, Generation Z is distinguished by unique attributes that set them apart in their approach to work, career development, and professional aspirations. Their entry into the workforce brings fresh perspectives and expectations, often influenced by rapid technological advancements, shifting workplace dynamics, and evolving cultural values. Understanding Generation Z's characteristics and how they integrate into professional environments is essential for organizations looking to adapt to the future of work. The business workforce today consists of multiple generations, each possessing distinct attributes shaped by the socio-economic conditions of their formative years. Generational classifications are typically based on birth age ranges and shared experiences that influence attitudes toward work, career progression, and professional values. The Baby Boomers, born between 1946 and 1964, were heavily influenced by post-war economic expansion and are often characterized by their strong work ethic, loyalty to employers, and preference for hierarchical structures. Generation X, which includes those born between 1965 and 1980, grew up witnessing economic shifts, globalization, and the rise of technology, making them more adaptable, independent, and inclined toward work-life balance. Generation Y, commonly known as Millennials, were born between 1981 and 1996, entering the workforce

during the digital revolution, which shaped their preference for collaboration, technological integration, and flexible work environments (Rudolph, Rauvola, & Zacher, 2018). Moreover, Generation Z exhibits a strong entrepreneurial spirit and a desire for autonomy in their careers. Many members of this generation prefer freelancing, gig economy opportunities, and self-employment over traditional corporate roles. Their exposure to digital platforms has enabled them to create independent income streams, whether through content creation, e-commerce, or digital services. This independence stems from their adaptability, self-reliance, and desire for financial security without being confined to rigid organizational structures. Employers must recognize this shift by offering career development opportunities, flexible work arrangements, and mentorship programs that empower Generation Z to thrive in professional settings while maintaining their sense of autonomy. According to the Indonesia Gen Z Report (2024), Generation Z is considered the most suitable population for Human Resource (HR) studies, given their unique attitudes and career expectations. Bandung City, as the second-largest contributor of Generation Z in Indonesia after Jakarta, plays a pivotal role in shaping the workforce landscape. This generation, born during the rapid growth of technology, has a natural inclination towards technological innovation, which significantly shapes their perceptions of job opportunities and career development. Unlike previous generations, Generation Z highly values flexibility and work-life balance, driving their preference for flexible working arrangements. Their expectations extend beyond traditional employment structures, as they also seek career mentors who can guide their professional growth and navigate the complexities of the modern workforce. Generation Z's preferences are heavily influenced by workplace factors that prioritize their mental health and overall well-being. This generation places significant value on their emotional and physical health, even at the expense of accepting lower salaries if it means working in an environment that supports these priorities. Organisations are increasingly recognizing the importance of addressing these factors, as failing to do so could result in high turnover rates among this demographic. Especially in the midst of current technological developments, where changes are very fast (Maharani and Wulansari, 2024), Generation Z must be able to keep up with the changes that exist (Indonesia Gen Z Report, 2024). The objective of this study is to analyze the impact of the work environment and workload on turnover intention among Generation Z employees in Bandung City, and to provide recommendations for organizations to improve the work environment and workload management to reduce turnover intention among Generation Z employees.

## METHOD

According to Paramita et al. (2021), research is in its essence the strategy used by individuals to seek solutions to issues, satisfy their curiosity or understand phenomena. Ongoing research by humans has made knowledge grow at the current rate, as it has always been the case. By definitions of research from many sources, it is agreed that research must be done systematically, planned, and must depend on data that has been collected and used without bias. This ensures that research will indeed generate information that can help solve the existing problems. Or quantitative or qualitative, experimental or non-experimental, interactive or non-interactive, scientific approaches are involved to collect and analyze data. According to Sahir (2021), research has various purposes. The general aim is to advance upon past work or information in an attempt to make new discoveries. The theoretical goal of the results is to make inferences that would contribute to the development of theory, even if the results themselves cannot be applied in practice. The practical aim of research, in contrast, lies in identifying material that can be used in real-life scenarios. The table below will help in giving a clear explanation of the features of this study.

According to Sari, Rachman, Astuti, Afgani, and Siroj 2023, p. 12), A variable is an idea, quality, or characteristic that can be quantified, recorded, or changed in the study. In research, variables refer to factors that may change, or have different measures within individuals, objects, or events under study.

This research will establish the effect of independent variables, Workload (X1) and Work environment (X2), on the dependent variable, Turnover Intention (Y). Independent variables, as defined by Creswell & Creswell (2018) are Independent variables are those that influence or determine the results in experimental research. These are called 'independent' because it is modified in an experiment, and therefore, do not change with other factors. These independent factors are also said to be treatment, modified, prior, or predictor variables. They are the variables that depend on the independent variable; they are the effects and are the result of the independent variable. Hypothesis is then carried out by analyzing dependent variables so as to determine their behavior to the independent factors. Another name used to refer to these independent variables includes criterion, result, effect, and response variables (Creswell & Creswell, 2018, p. 93).

Questionnaires are used to collect data for this study. Using the questionnaire method, questions are posed to respondents, and their responses are then assessed. If the researcher is aware of the variables to be examined and the anticipated results, this approach will work well (Sugiyono, 2013).

According to Sugiyono (2017), primary data consists of information provided directly by the data source to the data collector. Based on this theory, the author collects primary data by distributing a Google Form to members of Generation Z who are currently working in the Bandung City region. This group is contacted through various social media platforms.

According to Abdullah et al. (2022), secondary data is information acquired from external sources such as institutions, agencies, and organizations that can be easily utilized for a certain research need. In this study, the data is secondary from journals, past research, and surveys done by other entities. This data is to be used to support, establish a foundation, and guide the investigation. The study is based on secondary data, which allows it to build on existing knowledge and provide a well-informed theoretical framework for the research.

## FINDINGS AND DISCUSSIONS

Descriptive statistics analysis, according to Zulfikar et al. (2024), is employed to illustrate and summarize data through basic statistical measures such as the mean. This method facilitates the presentation of fundamental characteristics of one or more variables within a dataset, providing a clear overview of the data's central tendencies and distribution. The descriptive analysis in this study is conducted to present and interpret the responses of 180 participants concerning Variable X1 (Work Environment), Variable X2 (Workload), and Variable Y (Turnover Intention) among Generation Z employees in Kota Bandung. To effectively summarize the data, the analysis utilizes frequency distribution tables that display item numbers linked to questionnaire statements, respondent feedback, the total number of responses, and corresponding scores. These scores assist in categorizing the tendencies of respondents' perceptions toward each variable. To assess Generation Z employees' perceptions of the work environment, data were collected using a questionnaire administered to 180 respondents who met specific criteria. Participants in this study were required to: (1) belong to Generation Z (born between 1996 and 2012); (2) be currently employed by a company; (3) have at least one year of work experience within the organization; (4) reside in Bandung City; and (5) have experienced at least one job transfer. The summarized responses regarding their perceptions of the work environment are presented in Table 1 below.

**Table 1 The Responses to Work Environment Variables**

No	Statement	Respondent's Response					Score		%	Category
		SD (1)	D (2)	MA (3)	A (4)	SA (5)	Total	Ideal		
1	I have a workspace with adequate lighting that supports my work activities.	12	20	30	304	360	726	900	80.66%	Good
2	I have a workspace with good ventilation and air circulation.	10	20	36	220	465	751	900	83.44%	Good
3	My workspace is located in a strategic position.	10	32	21	244	430	737	900	81.88%	Good
4	My workspace provides comfort and safety.	13	20	18	244	435	730	900	81.11%	Good
5	The color of my workspace does not cause me to lose focus while working.	12	20	30	280	395	737	900	81.88%	Good
6	My workspace has appropriate placement and equipment.	11	22	30	284	385	732	900	81.33%	Good
7	The noise level in my workspace is low.	15	16	33	248	420	732	900	81.33%	Good
8	Surrounding sounds in my workspace do not affect my focus while working.	6	26	42	240	435	749	900	83.22%	Good
9	The company provides facilities and infrastructure that support my work activities.	10	22	33	268	405	738	900	82%	Good
10	The company provides facilities for worship and relaxation for employees.	11	22	36	228	445	742	900	82.44%	Good
11	I receive occupational safety and security guarantees from the company.	17	12	18	268	406	721	900	80.11%	Good
12	My supervisor supports and pays attention to me and other employees.	15	20	21	276	395	727	900	80.77%	Good

No	Statement	Respondent's Response					Score		%	Category
		SD (1)	D (2)	MA (3)	A (4)	SA (5)	Total	Ideal		
13	My supervisor respects my opinions and the opinions of other employees.	9	24	33	272	400	738	900	82%	Good
14	I have good and positive communication with my supervisor.	17	18	18	288	380	721	900	80.11%	Good
15	My colleagues and I support each other.	10	22	33	248	430	743	900	82.55%	Good
16	I have good and positive communication with fellow employees.	11	20	36	256	415	738	900	82%	Good
17	Collaboration with colleagues at my workplace produces good work outcomes	8	30	27	272	400	737	900	81.88%	Good
Average Score							735.23	900	81.69%	Good

Source: Processed by Author (2025)

The table above presents Generation Z employees' perceptions of their work environment in Bandung City. For the first item, "I have a workspace with adequate lighting that supports my work activities," the response rate reached 80.66%, indicating a good perception. The second item, "I have a workspace with good ventilation and air circulation," showed an even higher percentage of 83.44%, also categorized as good. For the third item, "My workspace is located in a strategic position," the score was 81.88%, reflecting a similarly positive view. The fourth item, "My workspace provides comfort and safety," recorded an 81.11% score, falling under the good category. The fifth item, regarding whether the color of the workspace affects focus, resulted in a favorable score of 81.88%. The sixth item, "My workspace has appropriate placement and equipment," showed 81.33%, reinforcing consistent satisfaction. The noise level in the workspace, assessed in item seven, earned a score of 81.33%, also in the good range.

In item eight, "Surrounding sounds in my workspace do not affect my focus," respondents gave an 83.22% score, one of the highest results. The availability of workplace support facilities was assessed in item nine and scored 82%, and item ten, which covered worship and relaxation facilities, received a score of 82.44%, both reflecting favorable perceptions. The eleventh item on safety and security guarantees reached 80.11%. For item twelve, supervisor support and attention yielded a score of 80.77%, and item thirteen, on respect for employee opinions, showed 82%. The fourteenth item, assessing communication with supervisors, reached 80.11%, while item fifteen, on mutual support among coworkers, scored 82.55%. Communication among peers, as expressed in item sixteen, was rated at 82%, and the final item, item seventeen, on collaboration results, recorded 81.88%. [according to Fernando & Wulansari \(2021\)](#) Communication is an important key to a company's success in competing globally, both internally and externally.

**Table 2: The Responses to Workload Variables**

No	Statement	Respondent's Response					Score		%	Category
		SD (1)	D (2)	MA (3)	A (4)	SA (5)	Total	Ideal		
1	I feel that my job is mentally demanding.	40	200	15	76	80	411	900	45.66%	Low
2	The mental tasks required in my job are very challenging.	82	110	24	56	105	377	900	41.88%	Low
3	My job requires a lot of physical effort.	66	158	12	44	100	380	900	42.22%	Low
4	I feel physically exhausted at the end of my workday.	57	178	12	56	80	383	900	42.55%	Low
5	I often have to work under tight time constraints.	66	176	18	20	75	355	900	39.44%	Low
6	I feel rushed when completing my work tasks.	71	182	9	4	70	336	900	37.33%	Low
7	I struggle to perform my job due to the existing workload.	74	176	12	0	70	332	900	36.88%	Low
8	I find it difficult to consistently meet or exceed performance expectations.	70	184	9	4	70	337	900	37.44%	Low
9	I put a lot of effort into my job.	62	152	27	72	75	388	900	43.11%	Low
10	I feel that my job demands a lot of energy.	65	162	15	56	75	373	900	41.44%	Low
11	I often feel stressed because of my job.	62	186	18	0	80	346	900	38.44%	Low
12	My job often feels burdensome due to the high workload.	64	176	15	32	75	362	900	40.22%	Low
<b>Average Score</b>							365	900	40.55%	Low

Source: Processed by Author (2025)

The table above presents employees from Generation Z in Bandung City find their workload is generally manageable, as all measured indicators are in the low-to-moderate range. The highest-rated item was "I find my job mentally challenging," which got 45.66% and the lowest was "I have difficulty doing my job because of the workload," with only 36.88%. Similarly, people said that physical effort (42.22%), time constraints (39.44%) and job-related stress (38.44%) were not very common. Based on the average, most employees do not feel that their jobs require too much effort, mental effort or time.

All the workload dimensions were seen as relatively easy, despite some differences between jobs. Though mental burdens were slightly higher, the overall findings point to lower-than-average stress levels for Gen Z employees in Bandung. This might be due to how the work is divided, the type of working structures in place or the way younger and older people handle stress. Further studies could explore the link between these ideas and job satisfaction, how much work is done or if workers feel they are not challenged enough at work.

**Table 3: The Responses to Turnover Intention Variables**

No	Statement	Respondent's Response					Score		%	Category
		SD	D	MA	A	SA	Total	Ideal		
		(1)	(2)	(3)	(4)	(5)				
1	I often arrive late and miss work without a valid reason.	56	206	3	0	100	365	900	40.55%	Low
2	I often leave the workplace during working hours to delay completing my tasks.	84	152	0	0	100	336	900	37.33%	Low
3	I feel pressure and discomfort while working.	76	164	0	8	100	348	900	38.66%	Low
4	I have thought about and considered quitting my current job.	57	186	3	28	110	384	900	42.66%	Low
5	I have searched for other job openings.	58	180	6	36	105	385	900	42.77%	Low
6	I plan to look for other job opportunities.	76	154	12	12	100	354	900	39.33%	Low
7	I am currently applying to several companies that are hiring.	82	152	0	8	100	342	900	38%	Low
8	Job openings elsewhere offer better welfare for me.	63	184	12	4	100	363	900	40.33%	Low
9	I plan to have a side job outside the company.	62	160	6	48	120	396	900	44%	Low
10	I am currently working a side job to increase my income.	64	148	18	60	115	405	900	45%	Low
11	If there is an opportunity to work in another company, I will leave my current job.	66	172	18	8	100	364	900	40.44%	Low
12	I am actively looking for a job that matches my skills.	63	174	15	20	100	372	900	41.33%	Low
Average Score							367.83	900	40.87%	Low

Source: Processed by Author (2025)

The table above presents employees from Generation Z in Bandung City find their workload is generally manageable, as all measured indicators are in the low-to-moderate range. The highest-rated item was "I find my job mentally challenging," which got 45.66% and the lowest was "I have difficulty doing my job because of the workload," with only 36.88%. Similarly, people said that physical effort (42.22%), time constraints (39.44%) and job-related stress (38.44%) were not very common. Based on the average, most employees do not feel that their jobs require too much effort, mental effort or time.

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or the way younger and older people handle stress. Further studies could explore the link between these ideas and job satisfaction, how much work is done or if workers feel they are not challenged enough at work. Each construct in the study was measured using multiple items on a five-point Likert scale (1 = "strongly disagree" to 5 = "strongly agree"), with PLS-SEM (SmartPLS 4) used to assess dimensionality and estimate path coefficients. The measurement model was evaluated for **reliability** (Composite Reliability, CR > 0.70), **convergent validity** (factor loadings  $\geq 0.7$ , AVE > 0.50), and **discriminant validity** (Fornell-Larcker criterion), confirming that all constructs—**Work Environment**, **Workload**, and **Turnover Intention**—met the required thresholds (Tables 2-4), demonstrating robust internal consistency, validity, and distinctiveness (Hair et al., 2021)

#### 1. Convergent Validity

Convergent validity evaluates the extent to which indicators of a construct are interrelated and consistently represent the same underlying concept. It is measured using the Average Variance Extracted (AVE), where a value of 0.5 or above signifies that the construct accounts for at least 50% of the variance in its indicators. To confirm validity, indicator loadings should be at least 0.7 on their respective constructs. The AVE values for each construct are shown below.

**Table 4 Convergent Validity Test Results**

Variable	Item	<i>Outer Loading</i>	AVE	Result
Work Environment	WE1	0.878	0.772	Valid
	WE2	0.880		Valid
	WE3	0.882		Valid
	WE4	0.896		Valid
	WE5	0.882		Valid
	WE6	0.878		Valid
	WE7	0.875		Valid
	WE8	0.868		Valid
	WE9	0.871		Valid
	WE10	0.836		Valid
	WE11	0.893		Valid
	WE12	0.898		Valid
	WE13	0.863		Valid
	WE14	0.903		Valid
	WE15	0.883		Valid
	WE16	0.858		Valid
	WE17	0.885		Valid
Workload	WL1	0.865	0.709	Valid
	WL2	0.817		Valid
	WL3	0.801		Valid
	WL4	0.837		Valid
	WL5	0.854		Valid
	WL6	0.817		Valid
	WL7	0.820		Valid
	WL8	0.866		Valid
	WL9	0.833		Valid
	WL10	0.859		Valid
	WL11	0.861		Valid



Variable	Item	Outer Loading	AVE	Result
	WL12	0.870		Valid
Turnover Intention	TI1	0.892	0.784	Valid
	TI2	0.882		Valid
	TI3	0.899		Valid
	TI4	0.892		Valid
	TI5	0.885		Valid
	TI6	0.905		Valid
	TI7	0.896		Valid
	TI8	0.905		Valid
	TI9	0.843		Valid
	TI10	0.822		Valid
	TI11	0.914		Valid
	TI12	0.887		Valid

Source: Processed by Author (2025)

Based on Table 2 above, the convergent validity assessment shows that all indicators for the variables Work Environment, Workload, and Turnover Intention demonstrated strong validity, with standardized loading factors exceeding the recommended threshold of 0.7. Additionally, the Average Variance Extracted (AVE) values for each construct were above 0.5, which indicates that more than 50% of the variance in the indicators is captured by the underlying constructs. According to Hair et al. (2021), these criteria, factor loadings  $\geq 0.7$  and  $AVE > 0.5$ , are essential to confirm convergent validity. Therefore, it can be concluded that the measurement model meets the criteria for convergent validity, and all indicators reliably measure their respective constructs.

## 2. Discriminant Validity

To assess the discriminant validity of the measurement model, the Fornell-Larcker criterion was employed. Discriminant validity refers to the extent to which a construct is truly distinct from other constructs, both conceptually and statistically. According to Hair et al. (2021), discriminant validity is established when the square root of the Average Variance Extracted (AVE) for each construct exceeds its correlation with any other construct in the model. This indicates that a construct shares more variance with its associated indicators than with other constructs, affirming that each latent variable captures a unique aspect of the model. The following table presents the results of the Fornell-Larcker test, which are used to confirm whether the criteria for discriminant validity have been satisfied.

**Table 3 Fornell-Larcker Result**

	Turnover Intention	Work Environment	Workload
Turnover Intention	0.886		
Work Environment	-0.639	0.878	
Workload	0.641	-0.515	0.842

Source: Processed by Author (2025)

Based on the results presented in the table above, the measurement model satisfies the criteria for discriminant validity as established by the Fornell-Larcker criterion. This criterion requires that the square root of the Average Variance Extracted (AVE) for each construct (diagonal values) must be greater than the correlation coefficients between that construct and any other constructs (off-diagonal values in the same row and column). In conclusion, all constructs meet the Fornell-Larcker criterion, providing evidence that the

measurement model possesses adequate discriminant validity. Each construct is statistically distinct and measures a separate theoretical concept within the model.

### 3. Composite Reliability

To evaluate the internal consistency of the constructs in the measurement model, composite reliability (CR) was assessed. Composite reliability is considered a more accurate indicator of reliability than Cronbach's alpha, particularly in structural equation modeling, because it takes into account the actual factor loadings of each indicator rather than assuming equal weight. According to Hair et al. (2021), a composite reliability value of 0.70 or higher is generally deemed acceptable, indicating that the construct indicators consistently represent the same underlying latent variable. This threshold applies to both reflective and formative measurement models. The following results present the composite reliability values for each construct, demonstrating the extent to which the indicators within each construct are internally consistent.

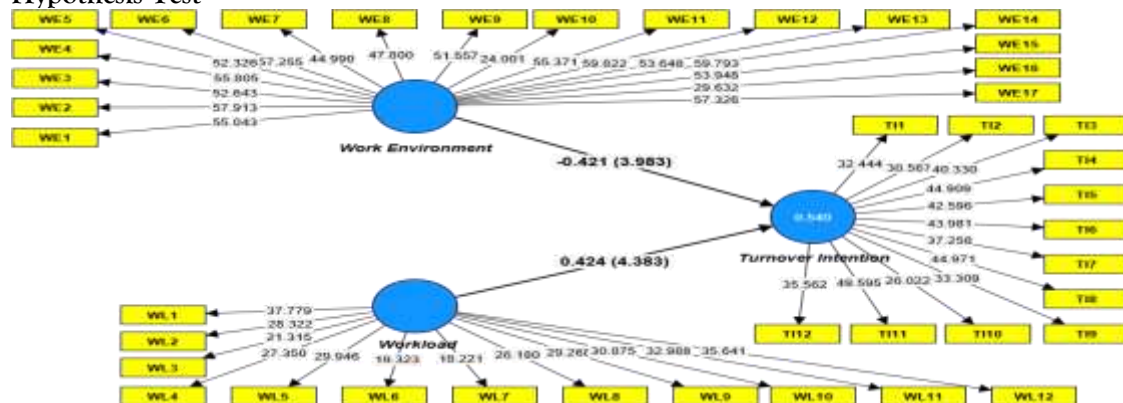
**Table 4 Composite Reliability Result**

	Composite reliability (rho_a)	Composite reliability (rho_c)	Result
Turnover Intention	0.976	0.978	Reliable
Work Environment	0.982	0.983	Reliable
Workload	0.966	0.967	Reliable

Source: Processed by Author (2025)

The composite reliability assessment results presented in the table above indicate that all constructs meet the threshold for internal consistency reliability. For the Turnover Intention construct, the composite reliability values are 0.976 (rho\_a) and 0.978 (rho\_c). Both values significantly exceed the minimum threshold, demonstrating excellent internal consistency among the indicators measuring Turnover Intention. The Work Environment construct exhibits even higher reliability, with rho\_a = 0.982 and rho\_c = 0.983, indicating that the measurement items are highly consistent in capturing the construct of work environment perceptions. Similarly, the Workload construct achieves composite reliability values of 0.966 (rho\_a) and 0.967 (rho\_c), confirming a high level of internal consistency and reliability of the workload indicators. Overall, these results confirm that all three constructs, Turnover Intention, Work Environment, and Workload, demonstrate strong composite reliability, validating the robustness and consistency of the measurement model.

### Hypothesis Test



**Figure 4: Direct Effect Test Result**

Source: Data processed using smartPLS (2025)

The results presented above are derived from hypothesis testing that examines the relationships between constructs, specifically the influence of exogenous constructs on endogenous constructs, as well as the

interrelationships among endogenous constructs. This testing was conducted using the bootstrap resampling method to obtain more accurate estimates of the relationships within the model. Path coefficients are considered statistically significant when the p-value is less than 0.05 and the t-value exceeds 1.96, as determined through bootstrapping. A coefficient between 0.2–0.4 indicates a weak effect, 0.4–0.6 a moderate effect, and above 0.6 a strong effect. Based on these criteria, the hypothesis is accepted.

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics	P values	Result
Work Environment > Turnover Intention	-0.421	-0.419	0.106	3.983	0.000	Accepted
Workload > Turnover Intention	0.424	0.429	0.097	4.383	0.000	Accepted

Based on the results of the hypothesis testing, the first hypothesis (H1), which posits that the work environment has a significant negative effect on turnover intention among Generation Z employees in Kota Bandung, is accepted. This is supported by the path coefficient value of -0.421, indicating a negative relationship between work environment and turnover intention. Moreover, the T-statistic value of 3.983, which exceeds the critical threshold of 1.96, and the P-value of 0.000, which is less than 0.05, confirm that this effect is statistically significant. Thus, it can be concluded that a more favorable work environment significantly reduces the intention to leave among Generation Z employees.

The second hypothesis (H2), which suggests that workload has a significant positive effect on turnover intention among Generation Z employees in Kota Bandung, is also accepted. The path coefficient of 0.424 reflects a positive influence, indicating that an increased workload is associated with a higher intention to resign. This finding is statistically significant, as shown by the T-statistic of 4.383 (greater than 1.96) and the P-value of 0.000 (less than 0.05). Therefore, it can be inferred that higher workloads significantly contribute to increased turnover intention within this demographic group.

This study examines the relationship between the work environment and workload as independent variables, and their impact on turnover intention among Generation Z employees in Bandung City, with the inclusion of one dependent variable (turnover intention). The research utilized a total of 41 questionnaire items: 17 items to assess the work environment, 12 items to evaluate workload, and 12 items to measure turnover intention. A total of 180 Gen Z employees from Bandung City participated in the study. This section will present and discuss the results derived from the data, as outlined in the preceding section.

#### **The Effect of Work Environment on Turnover Intention**

The results of the hypothesis testing indicate that the first hypothesis (H1), which proposes that the work environment has a significant negative effect on turnover intention among Generation Z employees in Kota Bandung, is supported. The path coefficient value of -0.421 reveals a negative relationship between the work environment and turnover intention, suggesting that a better work environment is associated with a lower intention to leave the organization. Additionally, the T-statistic value of 3.983 exceeds the critical threshold of 1.96, and the P-value of 0.000, which is less than the significance level of 0.05, further confirms the statistical significance of this relationship. This finding implies that improving the work environment, including factors such as workspace quality, safety, communication, and employee support, can play a crucial role in reducing turnover intention among Generation Z employees. Therefore, it is recommended that organizations invest in creating a more supportive, engaging, and comfortable work environment to enhance employee satisfaction and loyalty. By focusing on improving the work conditions, organizations can reduce the likelihood of turnover, retain talented employees, and promote long-term organizational success.

These findings align with research by Sono et al. (2023), which demonstrated a significant negative relationship between the work environment and employee turnover intention. The study emphasized that a positive work environment plays a crucial role in making employees feel comfortable and committed to their careers within the company, thereby effectively minimizing turnover rates. Pahlawan & Wahyuni (2022) explained that the work environment is a key factor influencing employees' intentions to leave an organization. It encompasses the physical, psychological, and social conditions surrounding employees, all of which can directly or indirectly affect their performance. A positive and supportive work environment tends to foster enthusiasm and motivation, whereas a negative or unpleasant environment can lower employee morale and engagement. Hariyanto et al. (2022) highlight that the work environment exerts a direct and significantly negative influence on turnover intention. A supportive and well-structured work environment, created by the organization, contributes to employee comfort and facilitates job performance, which in turn lowers the likelihood of turnover. This is attributed to the fact that a conducive atmosphere, coupled with adequate workplace facilities, fosters a sense of belonging and encourages employees to remain with the company.

### **The Effect of Workload on Turnover Intention**

The results of the hypothesis testing support the second hypothesis (H2), which posits that workload has a significant positive effect on turnover intention among Generation Z employees in Kota Bandung. The path coefficient of 0.424 indicates a positive relationship, suggesting that as workload increases, the intention to resign also rises. This result is statistically significant, as evidenced by the T-statistic of 4.383, which exceeds the critical value of 1.96, and the P-value of 0.000, which is less than the significance threshold of 0.05. These findings imply that high workload levels can lead to increased stress and dissatisfaction, which, in turn, heighten the likelihood of employees considering leaving their jobs. Therefore, it is recommended that organizations carefully manage and balance the workload of their employees, particularly Generation Z, to prevent burnout and reduce turnover intention. Implementing strategies such as workload adjustments, providing sufficient support, and encouraging effective time management can help maintain employee well-being, satisfaction, and retention. Reducing excessive workloads can thus contribute to a more stable and engaged workforce.

These findings are consistent with Maryam's (2024) research, which revealed a significant relationship between workload and turnover intention. Similarly, Imaroh et al. (2023) asserted that heavier workloads increase the likelihood of employees wanting to leave, as the intention to resign tends to rise with increasing job demands. According to the study conducted by Rahayu & Hidayati (2024), minimizing employees' intention to leave requires the implementation of effective workload management practices. Organizations should continuously evaluate and balance employee workloads, offer adequate support for those facing challenges, and cultivate a work environment that prioritizes employee well-being. By adopting these strategies, companies can enhance job satisfaction, retain skilled personnel, and ultimately improve organizational performance. Fadilla & Wulansari (2023) also added that improving the desired employee performance with the competence or ability of its employees, it will have an impact on the quality of the performance of employees in a company.

### **The Effect of Work Environment and Workload on Turnover Intention**

The R-square ( $R^2$ ) value for the dependent variable, Turnover Intention, is 0.540, meaning that 54% of the variance in turnover intention can be explained by the independent variables—Work Environment (X1) and Workload (X2). This indicates a moderate to strong explanatory power of the model, suggesting that these two factors play a significant role in influencing employees' intentions to leave their jobs. The remaining 46% of the variance is attributed to other factors not captured in this model, which implies that additional variables could be influencing turnover intention. The adjusted R-squared value of 0.535, which slightly adjusts for the number of predictors, further confirms the model's reliability in predicting turnover intention in a multiple regression context. This finding highlights the importance of the work environment and workload

in shaping turnover decisions among employees. These results are in line with Sulaiman et al (2020) that a good environment can increase talent in the company. Given this, it is recommended that organizations focus on optimizing both the work environment and workload to mitigate turnover intention. Improving the work environment through better management practices, supportive leadership, and fostering a positive organizational culture can enhance employee retention. Additionally, balancing workload demands and ensuring employees are not overwhelmed may help reduce the desire to leave, ultimately contributing to greater employee satisfaction and retention.

Turnover intention is generally regarded as a detrimental issue that may adversely affect organizational performance if not addressed effectively. However, when managed appropriately, it can serve as a valuable diagnostic tool for organizations. Specifically, turnover intention can provide insight into underlying employee dissatisfaction and thus inform the development of strategic policies aimed at improving workforce stability and organizational effectiveness (Pahlawan & Wahyuni, 2022). According to Rahmansyah & Indiyati (2024), turnover intention is a critical issue that can be affected by both workload and the work environment. Employee turnover refers to the departure of individuals from their organization, which may result in organizational instability, increased uncertainty in the workplace, and higher labor-related costs for the company.

## CONCLUSION

Based on the findings and discussions regarding the influence of work environment and workload on turnover intention among Generation Z employees in Bandung City, this study, which involved a total of 180 respondents and utilized 41 questionnaire items, concludes the following:

1. The assessment of the work environment variable reveals that it falls within the "Good" category. This indicates that Generation Z employees in Bandung City generally perceive their work environment positively, contributing to a more supportive and motivating workplace atmosphere.
2. The results related to the workload variable show that respondents tend to have a low perception of workload. This suggests that, on average, Gen Z employees in this study do not experience excessive work demands, and the workload is perceived as manageable.
3. The evaluation of the turnover intention variable demonstrates that it lies within the "Low" category. This finding reflects a generally low desire among Gen Z employees in Bandung City to leave their current employment.
4. Hypothesis testing for the first hypothesis (H1) confirms that the work environment has a significant negative effect on turnover intention. This is supported by a path coefficient of -0.421, a T-value of 3.983, and a P-value of 0.000 (less than 0.05), all of which indicate a statistically significant relationship. These results suggest that improvements in the work environment are associated with a reduced intention to leave among Gen Z employees.
5. The second hypothesis (H2) is also supported by the data. The analysis shows that workload has a significant positive effect on turnover intention, with a path coefficient of 0.424, a T-value of 4.383, and a P-value of 0.000. These statistical outcomes suggest that higher levels of workload correspond with a stronger intention among employees to resign, underscoring the importance of managing workload effectively to retain talent.

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