

ABSTRACT

Employees are one of the most important assets that companies have in order to meet their targets and objectives. However, excessive workloads can reduce work quality and cause discomfort for employees. Therefore, employees need adequate motivation in various external and internal forms to support their work.

This study aims to determine the level of workload, work motivation, turnover intention, and how workload affects turnover intention, as well as how work motivation affects turnover intention among Generation Z employees in Indonesia.

The phenomenon of excessive workload is one of the factors driving turnover intention among employees. This situation will worsen if the motivation provided by the company is not targeted appropriately, leading to a high turnover intention rate within the company. The respondents in this study are Generation Z individuals aged 17–28 years (born between 1997 and 2008) who work for companies or organizations in Indonesia (employees), helping the research to understand the conditions of Generation Z employees in Indonesia.

As a basis for analyzing the research findings, this study used a quantitative method obtained from 190 Generation Z respondents working throughout Indonesia. This study used Structural Equation Modeling – Partial Least Squares (Sem-PLS 4). The results of this study found that workload was in the low category, while work motivation and turnover intention were in the fairly high category. Based on the SEM-PLS output, workload (0.168) and work motivation (0.593) yielded positive values with T-statistics of 2.572 and 10.374, respectively, and P-values of 0.010 and 0.000. This indicates that workload and work motivation have a positive and significant influence on turnover intention.

This finding suggests that companies should balance workload with the time allotted and provide appropriate work motivation tailored to employees' needs through fair rewards, relevant training, and a positive work environment to reduce turnover intention among Generation Z employees.

Keywords: *Workload, Work Motivation, Turnover intention, generation Z*