



The Influence of *Job Insecurity* and Workload on the *Turnover Intention* of Generation Z Employees in Bima City

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ABSTRACT

The purpose of this study was to examine the effect of job insecurity and workload on turnover intention of generation Z employees in Bima City. This research is quantitative research and the type of research is associative. The population in this study amounted to 100 generation Z employees and the sampling technique used incidental sampling. Data collection techniques using a questionnaire, with reference to a 5-point Likert scale then distributed to 100 respondents on generation Z employees in Bima City. Data analysis was carried out through validity test, reliability test, classical assumption test, multiple linear regression, correlation coefficient, coefficient of determination, t test, and F test with the help of SPSS version 25 for windows. The results of this study 1) There is no significant effect of job insecurity on turnover intention of generation Z employees of Bima City. 2) There is a significant influence of workload on the turnover intention of generation Z employees in Bima City. 3) There is a significant influence of job insecurity and workload on the turnover intention of generation Z employees in Bima City.

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INTRODUCTION

Human resources are the driving force in a company that must continue to be trained and developed in their abilities. Training and skills development are related to today's job competition that requires companies to have productive human resources. Productive human resources make the company able to achieve the desired goals. Human resources can be said to be productive if they are in a job that is appropriate and appropriate for their skills and work abilities.

Currently, the productive age of work belongs to the millennial generation and generation Z. Gen Z is the generation born between 1997-2012. This generation has a tendency to change lifestyles and always wants to try new things (Priyono & Tampubolon, 2023). This is based on the nature of always feeling dissatisfied and uncomfortable. Gen Z can do many activities at the same time so that a personality that is not at home, gets bored quickly, and is dissatisfied. In the context of the world of work, the dissatisfied character of Gen Z results in them wanting to move jobs from one company to another. This situation is called *turnover intention*.

Turnover Intention is a desire that leads to the employee's intention to decide to quit their job, this can be done voluntarily or there is a desire to move to a much better company, the theory from Mobley in (Novrandy & Tanuwijaya, 2022). *Turnover intention* has a very negative effect on the company, especially since the employee has special abilities and plays an important role for the company. If the employee moves to an opposition company, of course all abilities and expertise will actually help the opposition company more. *Employee turnover intention* can be seen from several things, namely: decreasing attendance, starting to be lazy at work, having the courage to violate work rules, or even having a hostile attitude towards superiors.

There are many factors that can cause the desire to change jobs (*turnover intention*), one of which is *job insecurity* (work discomfort). In a study developed by (Audina & Kusmayadi, 2018), *job insecurity* is described as an anxiety felt by employees at work where they are faced with unpleasant conditions. A sense of comfort is one of the requirements that companies need to provide to their employees. Employees need to get comfort both with their leaders, with their colleagues, and even a sense of comfort with their work itself. If Gen Z employees get comfort in their jobs, then a sense of comfort arises so that they can continue to stay with their jobs. On the other hand, if you do not get a sense of comfort, the impact is that there is a sense of unease with work which results in *turnover intention*. The comfort in question can be in the form of wage certainty, no opportunity to lose your job, or the absence of competition that results in insecurity in interacting with other employees.

Another variable that can have an impact on *turnover intention* is workload. Workload refers to the number of tasks, responsibilities, and demands that a person must fulfill in a particular job or activity. This can be physical, mental, or both. The ideal workload is when the demands of the job are balanced with the abilities and resources that the individual has. A high workload has a negative effect on employees such as fatigue. This fatigue can include physical or mental fatigue. This causes employees to want to find a new job with a workload equivalent to their abilities. The responsibility given is too great will make employees feel burdened at work (Purwati & Maricy, 2021).

Like other cities in Indonesia, Bima City is experiencing fairly rapid job market dynamics. Economic growth and the entry of many new businesses that are more convenient can affect employee *turnover intentions*, especially younger generations like gen Z. In addition, excessive workloads support the desire to change jobs. This is commonly experienced by employees who work on several CVs in Bima City.

Based on observations of Generation Z employees in Bima City, *job insecurity* is something that needs to be paid attention to because there are several problems. There is no certainty of promotion in the job because there are employees who have been doing the same role for many years, wages are not enough to meet daily needs, and some employees have concerns about losing their dignity and dignity. In addition, there is cold competition among employees which has an impact on the appearance of discomfort when interacting with other employees.

In terms of workload, a lot of work and overload cause employees to complain of fatigue. Targets that have not been achieved have caused the accumulation of tasks which ultimately also have an impact on higher work pressure. Work that continues to be engaged in without any change in roles or duties causes employees to feel bored with the same work, in addition to feeling bored as well as the state of the work environment. The conditions that have been described can be the reason that causes the intention to quit *the* job and start looking for other job vacancies.

METHOD

The type of research used is associative research with quantitative data types. Associative research is a formulation of research problems that ask about the relationship between two or more variables (Sugiyono, 2016). The research instrument used questionnaires. Questionnaire is a data collection technique by giving a set of written statements to respondents using a likert scale (Sugiyono, 2016). The population in this study is Gen Z employees in Bima City, namely private employees, with the research sample being in the West Rasanae District area and its surroundings. Because not all Generation Z employees in Bima City are willing to respond to this study, the researcher also used incidental sampling techniques. This technique is described by (Sugiyono Kuquantattif, 2016) as a sampling technique based on chance, namely anyone (in this case generation Z of Bima City, especially in West Rasanae district) who happens to meet the researcher and is willing to become a respondent can be used as a sample if the person who happened to be met was suitable as a respondent (born 1997-2012 and has worked for two years both in the previous and current workplace). To determine the number of samples in an unknown population, the unknown population formula was used, so that 100 respondents were obtained. To determine the number of samples in an unknown population, the unknown population formula was used, so that 100 respondents were obtained. The formula for unknown population according to Frendy in (Adimayu & Ernawati, 2020) is as follows:

Information:

n = sample

z = the confidence level of the sample required in the study (at = 5% or the degree of confidence is determined at 95% then $z = 1.96$)

μ = margin of error, tolerable error rate (specified 10%)

Using the formula above, the calculation of the number of samples was obtained of 96 respondents.

However, this result was rounded up to 100 because in (Jaenab, Sumbawati, & Mukminin, 2025) it is said that the more respondents, the better the results. The rounding of the number of respondents to 100 has been carried out by (Somantri, 2022). The data collection techniques in the research are in the form of observation, interviews, questionnaires, and literature studies. Data analysis techniques are validity test, reliability test, classical assumption test (normality, multicollinearity, heteroscedasticity, and autocorrelation),

multiple linear regression test, correlation coefficient test, determination coefficient, t test and f test with the help of the spss 25 for windows application.

The research hypotheses that can be drawn are as follows:

H1 : It is suspected *that job insecurity* has a positive and significant effect on *the turnover intention of* gen Z employees in Bima City

H2: It is suspected that the workload has a positive and significant effect on *the turnover intention of* gen Z employees in Bima City

H3 : It is suspected *that job insecurity* and workload have a positive and significant effect on *the turnover intention of* gen Z employees in Bima City

RESULTS AND DISCUSSION

1. Validity and Reliability Tests

Table. 1 Validity Test Results

X1 (Job Insecurity)	X2 (Workload)	Y (Turnover Intention)	r Critical	Valid description
0,621	0,710	0,829	0,300	Valid
0,749	0,800	0,606	0,300	Valid
0,443	0,722	0,675	0,300	Valid
0,772	0,744	0,885	0,300	Valid
0,827	0,502	0,872	0,300	Valid
0,618	0,631	0,826	0,300	Valid
0,691	0,554	0,814	0,300	Valid
0,592	0,731	0,814	0,300	Valid
0,711	0,672	0,703	0,300	Valid
0,703	0,424	0,489	0,300	Valid
0,576	0,612	0,473	0,300	Valid
0,457	0,370	0,760	0,300	Valid

Based on table 1 above, the results of the validity test of the variables Job Insecurity (X1), workload (X2), and Turnover Intention (Y) show that the r-calculated value of each variable is > 0.300 (critical r-value). This shows that all indicators in the study are valid.

Table 2. Reliability Test Results

Variable	Cronbach's alpha	Standard	Information
Job Insecurity	0,807	0,600	Reliabel
Workload	0,855	0,600	Reliabel
Turnover Intention	0,915	0,600	Reliabel

Based on a summary of the results of the reliability test of the research instruments, it is known that all Cronbach's Alpha values > 0.6 . Thus, the statement items on *the variables of job insecurity*, workload, and *turnover intention* are declared reliable.

2. Classic Assumption Test

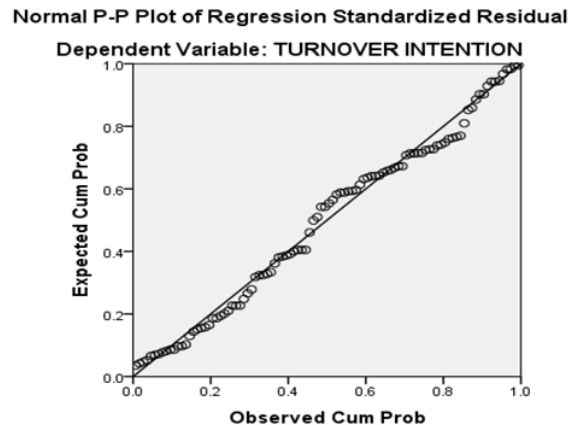


Figure 1. Normality test results

Based on Figure 1, the regression model is normally distributed where the points are spread along the direction of the diagonal line so that the data passes the normality test. This result is confirmed by the Kolmogorov-Smirnov test below.

Table 3. Kolmogorov-Smirnov Test Results

One-Sample Kolmogorov-Smirnov Test		
Unstandardized Residual		
N		100
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	,5161327
Most Extreme Differences	Absolute	,078
	Positive	,078
	Negative	-,63
Test Statistic		,078
Asymp. Sig. (2-tailed)		,140 ^c
a. Test Distribution is Normal		
b. Calculated from Data		
c. Lilliefors Significan Correction		

Based on the table, it is known that the test value >0.05 (significance value) is 0.140. Thus it is stated that the residual value is normally distributed.

The multicollinearity test was carried out by testing tolerance and VIF values. If the tolerance value is >0.100 and the $VIF < 10$, then it is stated that there are no symptoms of multicollinearity. On the other hand, if the tolerance value is < 0.100 and $VIF > 10$, it can be concluded that there is a symptom of multicollinearity.

Table 4. Multicollinearity Test Results

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1.	(Constant)		
	Job Insecurity (X1)	.994	1.006
	Beban Kerja (X2)	.994	1.006

a. Dependent Variable: Turnover Intention (Y)

It can be seen from table 4 that Variables X1 and X2 have a tolerance value of 0.994 and VIF of 1.006, so it can be concluded that there are no symptoms of multicollinearity.

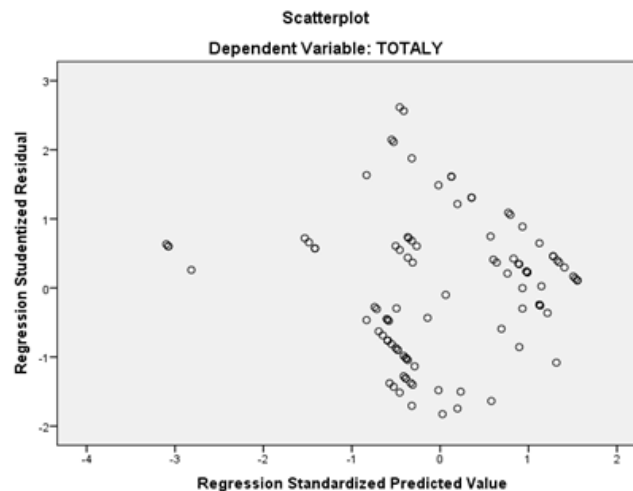


Figure 2. Heteroscedasticity Test Results

The results of the Heteroscedasticity Test in Figure 2 above use the graph method. The results show that the scatterplot graph does not form a specific pattern and spreads above and below the value of 0 on the Y axis, so it can be concluded that there are no symptoms of heteroscedasticity.

Table 5. Autocorrelation test results

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,781 ^a	,611	,603	3,41062	1,942

a. Predictors: (Constant), Workload, Job Insecurity

b. Dependent Variable: Turnover Intention

Based on table 5 above, the Durbin-Watson value (Dw calculated) is 1.942, the number of independent variables is 2 or "k" = 2, while the number of samples or "n" = 100. Mark (k; n)=(2; 100) where we see this number in the distribution of the Durbin-Watson table with a significance level of 5%. The table DU is 1.7152 and the table DL is 1.6337 which has a significant 5% with a sample count of 100 and the number of independent variables 2, then $DU < DW < 4-DU$ which means $1.715 < 1.942 < 2.2844$. Based on the results of the calculation of the DW formula, it is known that there are no symptoms of autocorrelation. In addition, based on the Durbin-Watson criteria table, this result meets $1.65 < DW < 2.35$, which is $1.65 < 1.942 < 2.35$ so that there is no autocorrelation.

3. Multiple Linear Regression Test

Table 5. Multiple Linear Regression Test

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	6,159	,5608		1,098	,275		
Job Insecurity	,097	,079	,078	1,222	,225	,994	1,006
Workload	,811	,066	,784	12,333	,000	,994	1,006

a. Dependent Variable: Turnover Intention

Multiple regression calculations between independent variables such as; Job Insecurity (X1), Workload (X2), and Turnover Intention (Y) as bound variables, the results are as follows:

The results of the above regression are obtained multiple regression equations, namely:

$$Y = 6.159 + 0.097X_1 + 0.811X_2$$

Based on these equations, it can be explained as follows:

- The constant value of 6.159 can be interpreted if the *variables of job insecurity* and workload are considered zero, then *the turnover intention* is estimated at 6.159.
- The beta coefficient value in job insecurity is 0.097, which indicates that if there is a change in *job insecurity* (X1), it will result in a decrease *in turnover intention* by 0.097 units, assuming a fixed workload.
- The beta coefficient value of the workload variable is 0.811, which means that every change in the workload variable (X2) of one unit, will result in a decrease *in turnover intention* by 0.811 units, assuming *job insecurity* remains constant.

4. Correlation Coefficient Test

Based on table 5 above, a correlation value of 0.781 (78.1%) was obtained. These results show the tightness of *the variables Job Insecurity* and Workload to *Turnover Intention* together. Here's a table of the interval scale:

Table 6. Interval Scale

Interval Coefficients	Relationship Level
0,00 – 0,199	Very Low
0,20 – 0,399	Low
0,40 – 0,599	medium
0,60 – 0,799	Strong
0,80 – 1,000	Very Powerful

The correlation results are in the interval of 0.60-0.799 with a strong relationship level, it can be concluded that the correlation value of 0.781 means that the influence of *Job Insecurity* and Workload variables on *Turnover Intention* of Generation Z Employees in Bima City has a strong relationship level.

5. Coefficient Determination Test

The R Square value in table 4 of 0.611 shows that 61.1% of the changes that occur in *turnover intention* can be explained by independent variables. Meanwhile, the remaining 38.9% can be explained by other variables that were not studied in this study.

6. T Test

H1. It is suspected that Job Insecurity has a positive and significant effect on the Turnover Intention of Generation Z Employees in Bima City

From the test results in table 5 above, t calculation for X1 is 1.222. To determine t the table can be seen in the statistics t table using 0.025 (2-sided test) with $df = n - k - 1$ or $100 - 2 - 1 = 97$, then t table is obtained as 1.984 with an error rate of 0.025. The variable job insecurity has a calculated t value of $1.222 < t$ table 1.984 and a significance value of $0.225 > 0.025$. That way, H1 who stated that job insecurity had a positive and significant effect on the turnover intention of Generation Z employees in Bima City **was rejected**. The rejection of H1 is because that is the only job of Generation Z employees today and they have not found another job that suits their competencies. These results are supported by a study (Wening Nur, 2005) which states that job insecurity is significantly negative and does not affect turnover intention. The research conducted (Purwati & Maricy, 2021) and (Gayatri & Muttaqiyathun, 2020) also strengthened the results of the rejection of H1. This is inversely proportional to the research (Syamsul, Pakaya, Musafir, & Karim, 2022) which states that Job Insecurity of PT Telkom Access employees in the Singaraja area has a positive and significant effect on Turnover Intention. In addition, the study (Narotama & Sintaasih, 2022) has different results from the results

of this study, namely job insecurity has a positive effect on the employee turnover intention of PT Angkasa Pura Denpasar branch.

H2. It is suspected that the workload has a positive and significant effect on the Turnover Intention of Generation Z Employees in Bima City

The workload variable in table 6 has a calculated t value of $12.333 > 1.984$ t of the table and a significant value of $0.000 < 0.025$. Based on these results, H2 which stated that the variable workload had a positive and significant effect on the turnover intention of Generation Z employees in Bima City **was accepted**. Uncontrolled workload triggers stress, dissatisfaction with the wealthy, and fatigue so that Generation Z employees prefer to quit their jobs. These results are in line with research (Priyono & Tampubolon, 2023) stating that workload has a positive and significant effect on the turnover intention of millennial and generation Z employees at Bank BJB Daan Mogot branch by 38.85%. Strengthened by research conducted by (Pratiwi, Arsawan, & Adnyana, 2023) it is said that workload positively affects turnover intention.

7. Test F

H3. It is suspected that Job Insecurity and Workload have a positive and significant effect on the Turnover Intention of Generation Z Employees in Bima City.

Table 7. Test F
ANOVA^a

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1770.173	2	885.086	76.088	,000 ^b
	Residual	1128.337	97	11.632		
	Total	2898.510	99			

a. Dependent Variable: Turnover Intention

b. Predictors: (Constant), Workload, Job Insecurity

Based on the results of spss data processing in table 7, the significance value for the simultaneous influence of X1 and X2 on Y was $0.000 < 0.025$ and F-calculated was $76.088 > 3.84$ f table. This means that H3 which states that the variables of job insecurity and workload have a positive and significant effect on the turnover of Generation Z employees in Bima City **are accepted**. The workload that is too high and then supported by discomfort at work strengthens the intention of generation Z employees in Bima City to change their jobs. With that, it can be concluded that the higher the discomfort and workload, the higher the turnover intention rate of generation Z employees in Bima City. This is reinforced by research (Gayatri & Muttaqiyathun, 2020) which states that job insecurity and workload (plus two other independent variables) simultaneously affect the turnover intention of millennial employees. Research (Syamsul et al., 2022) also supports that if job insecurity and workload increase, the turnover intention rate at PT. Telkom Access Gorontalo.

CONCLUSION

Based on the results of the analysis, it can be concluded that *job insecurity* does not have a positive and significant effect on the *turnover intention of* generation Z employees in Bima City. Workload has a positive and significant effect on the *turnover intention of* generation Z employees in Bima City. *Job insecurity* and workload have a positive and significant effect on the *turnover intention of* generation Z employees in Bima City. From the results of this study, it is hoped that companies and CVs in Bima City need to pay attention to the workload given to their employees. In addition, it is necessary to guarantee employees' sense of security and comfort while at work. The results of this study are expected to be a reference for future research related to *turnover intention* by adding other variables such as the influence of leadership (which can be adjusted to the leadership style) or the influence of the work environment (both physical and non-physical environment).

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