The Influence of Work Stress and *Work-Life Balance* to *Turnover Intention on* Generation Z Working Students in Karawang Regency

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Article Info	Abstract
	This research is motivated by the phenomenon of the increasing number of Generation Z students who work while studying in Karawang Regency, which has given rise to new problems, especially related to work stress and life imbalance, which has the potential to increase turnover intention. This study aims to analyze the influence of work stress and work-life balance to turnover intention on Generation Z working students. A quantitative approach was used in this study with a survey method through a closed questionnaire and purposive sampling technique for 60 respondents. Data were analyzed using multiple linear regression tests with the help of SPSS. The results showed that work stress had a positive and significant effect on turnover intention, temporary work-life balance has a negative and significant effect. Simultaneously, both variables influence student workers' intention to resign. This finding contributes to the development of campus and organizational policies to create a work and academic environment that better supports the well-being of student workers.

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1. INTRODUCTION

Globalization and technological advancements have drastically changed the dynamics of the workplace. Generation Z, born between 1997 and 2012, known for their adaptability and independence, now faces new challenges as they simultaneously play both student and employee roles. In Karawang Regency, the trend of Gen Z students working is increasingly evident, driven by both economic needs and career motivations. However, this dual burden often leads to an imbalance between study and work, potentially leading to high levels of work stress and increasing the risk of unemployment of *turnover intention.*

Work stress arises when job demands are not commensurate with an individual's abilities or resources. Farida et al., (2023) stated that unmanaged work stress can disrupt an individual's work-life balance and negatively impact productivity, job satisfaction, and even the desire to quit their job. In the context of working students, a heavy academic load coupled with work demands can exacerbate stress. Arlen & Hamsal (2024) found that an imbalance between work and personal life (*work-life balance*) has a significant influence on increasing turnover *intention.*

Furthermore, in a statement quoted by Febryan & Pratiwi (2022), Minister of Manpower Ida Fauziyah revealed that Generation Z tends not to have long-term loyalty to their jobs. They generally only stay as long as the job provides a sense of happiness. These characteristics make this generation vulnerable to stress and more prone to anxiety when facing challenges in the workplace.
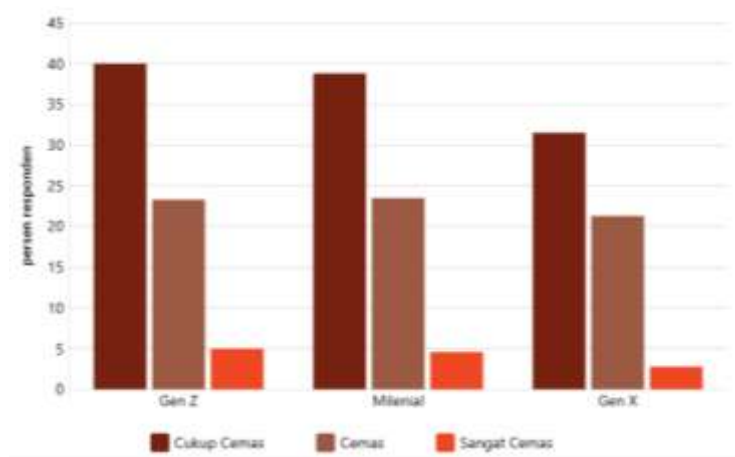
Figure
1.1 Proportion of Respondents Experiencing Feelings of Anxiety
Source:(databox.katadata.co.id, n.d.)

According to a study by Wahyuningrum & Khan (2023), Generation Z is a generational group that is susceptible to anxiety symptoms and tends to experience stress more easily. The level of anxiety experienced by Gen Z in their daily lives is even higher than that of previous generations. This contrasts with previous generations, who generally have stronger mental resilience, due to their long experience in dealing with various forms of life's pressures. Therefore, it is not surprising that Gen Z often changes jobs, like "job hoppers," in order to find a work environment that feels more supportive and freer from excessive pressure.

In addition, a number of surveys indicate that Generation Z shows a higher tendency in terms of intention to change jobs (*turnover intention*) compared to previous generations. This finding is supported by survey results conducted by Jobplanet and Adobe Survey.

Table 1.1 Level *of Turnover Intention*

Survey	Number of Respondents	Age	Survey Results	Source
The job plane	4.550	18-20 Years	Loyalty rate: 57.3%	(Jobplanet, 2017)
Adobe Survey	5.500	18-24 Years	Planning to Change Jobs: 56%	(Haq, 2024)

A survey from Jobplanet (2017) showed that the loyalty rate was only 57.3% in the 18–20 age group, and in a study written by Haq (2024) explaining a survey conducted by Adobe Survey of 5,500 Generation Z respondents aged 18–24 revealed that 56% of respondents planned to change jobs. This finding indicates that turnover *intention among* the younger generation is relatively high and needs special attention for organizations, especially those employing students or young workers.

Meanwhile, most previous studies tend to focus on permanent employees in companies, with little attention paid to student workers as a vulnerable group who also experience similar dynamics. Research by Julianti et al., (2024) examined the relationship

between work stress and turnover *intention*, but has not explicitly discussed how work-life *balance* influences the intention to change jobs in students who work while studying.

This phenomenon is increasingly showing its urgency with the emergence of the #KaburAjaDulu trend, which represents the aspirations of the younger generation to withdraw from the workforce, or even leave their homeland, due to dissatisfaction with their work situation and quality of life. This situation is the background for the author to choose the title "*The Effect of Job Stress and Work-Life Balance on Turnover Intention in Generation Z Working Students*".

2. THEORY
A. Work Stress

According to Junengsih et al., (2024), work stress is a condition of psychological pressure that affects a person's emotional aspects, thought patterns, and overall physical condition. In this situation, individuals experiencing stress tend to experience impaired perceptions of the value and meaning of their work. As a result, they tend to view assigned tasks as unimportant or meaningless, which then has a direct impact on decreased motivation and the failure to achieve predetermined work targets. Work stress has the potential to cause serious negative impacts, including physical fatigue, prolonged emotional distress, and disruption to an individual's mental stability.

B. *Work-Life Balance*

Work-life balance is an approach to work that emphasizes the importance of maintaining balance between various dimensions of life, including professional responsibilities, personal life, spirituality, family relationships, and social interactions. Pramushinta et al. (2024) argue that this concept reflects an individual's ability to organize and align their roles in the work environment with commitments outside of work, so that no aspect of life is neglected or interferes with each other. Thus, *work-life balance not* just a division of time, but an active effort to achieve harmony between work demands and personal needs for overall well-being

C. *Turnover Intention*

According to Pramushinta et al. (2024) *Turnover intention refers* to the tendency or likelihood that an employee will leave their workplace, usually triggered by a loss of interest in the current position and the availability of more attractive job opportunities elsewhere of *turnover.* High costs have a direct negative impact on the company's operational efficiency, because the costs incurred, such as recruitment, training and adaptation costs for new employees, become much greater.

3. RESEARCH METHOD

This study uses an associative quantitative research method. The research design serves as a conceptual foundation that systematically guides the study's implementation to answer the research questions and achieve the objectives formulated by Darwin et al. (2021). In this context, the adopted approach combines a quantitative paradigm with a positivistic foundation and applies a case study strategy combined with a survey method. This series is structured within an analytical framework for the intervariable relationship to examine the extent of the influence of work stress (X_1) and *work-life balance*(X_2) against *turnover intention* (AND).

4. RESULT AND DISCUSION

Based on the calculation results of the partial regression test *work-life balance* to *turnover intention*, the regression coefficient value for the Work-Life Balance variable was obtained at -0.447 with a calculated t value of -3.847 and a significance value of 0.000 (<0.05). A significance value smaller than 0.05 indicates that Ho is rejected and Ha is accepted. Thus, the research hypothesis states that *Work-Life Balance* has a significant negative effect on *Turnover Intention* acceptable, which means getting better *Work-Life Balance*, getting lower *Turnover Intention*. This finding is in line with research by Aspandi et al. (2025) which found that *Work-Life Balance* has a significant negative effect on *Turnover Intention*.

Based on the calculation results obtained, the correlation coefficient is r = -0.451 and the determination coefficient is R = r^2 = 0.203. The significance test for the correlation obtained a calculated t of -3.847 > t table of 1.672 at α = 0.05, indicating that the correlation coefficient is negative or inversely proportional between the two variables. Thus, the research hypothesis states that there is a significant negative relationship between *Work-Life Balance* with *Turnover Intention*. This means a better balance between work and personal life (*Work-Life Balance)* working students, the lower the tendency of working students to intend to leave their jobs (*Turnover Intention)*. On the other hand, if *Work-Life Balance* decreases then *Turnover Intention* increases. Meanwhile, the coefficient of determination of 0.203 indicates that 20.5% of the variation of *Turnover Intention* can be explained by variations of *Work-Life Balance*, the remaining 79.5% is determined by other factors outside of *Work-Life Balance.*

Based on testing of *Work-Life Balance* variables (X2), the calculated t value can be obtained > t table 11.999 > 1.672. So, it can be concluded that Ho is rejected and Ha is accepted. This means, *work-life balance has* a negative and significant effect on *intention.* This indicates that the better the balance between work and personal life that working students perceive, the lower their tendency to leave their jobs. This finding is in line with research (Putri & Febrian, 2025), which states that a good work-life balance reduces *Turnover Intention*.

Based on the calculation results obtained a correlation coefficient of r = 0.885 and a determination coefficient of R = r2 = 0.784. The significance test for the correlation obtained f count 103.29 > f table 1.53 at α = 0.05, indicating that the correlation coefficient is significant. Thus, the research hypothesis states that there is a relationship between Job Stress and *Work-Life Balance* with *Turnover Intention acceptable*. This means that the high level of work stress received will affect *Work-Life Balance and* will be followed by the height *Turnover Intention*. Meanwhile, the coefficient of determination of 0.784 shows that 78.4% of the variation in Job Stress can be explained by variations in *Work-Life Balance* and *Turnover Intention*, the remaining 21.6% is determined by other factors outside of Work Stress and *Turnover Intention*.

Based on testing of the Work Stress variable (X1), the value obtained was calculated t-value is 12.369 with a significance value of 0.000. Since the calculated t-value of 12.369 > t-table of 1.672 and the significance value is <0.05, Ho is rejected and Ha is accepted. This indicates that Job Stress has a positive and significant effect on *Turnover Intention.* This means that the higher the level of work stress experienced by working students, the greater their tendency to leave their jobs.

Next, for the variables of *Work-Life Balance* (X2) obtained, the t-value calculated t-value is -7.077 with a significance value of 0.000. Since the absolute value of the calculated t-value is 7.077 > t-table 1.672 and the significance value is <0.05, Ho is rejected and Ha is accepted. These results indicate that *Work-Life Balance has* a negative and significant effect on *Turnover Intention*. This means that the better the work-life balance of working students, the lower their tendency to resign from their jobs.

Based on the results of data processing in the F-Test of Work Stress on *Turnover Intention* the Calculated F value > F table 84.76 > 4.00 and sig of 0.000, which means it is smaller than the α value (0.05). So, it can be concluded that H0 is rejected and Ha is accepted. This means that work stress has a positive and significant effect on turnover *intention,* Then, in the results of data processing in the F-Test of Work Stress on *Turnover Intention.* The calculated F value is obtained > F table 14.80 > 4.00 and sig is 0.000, which means it is smaller than the α value (0.05). So it can be concluded that H0 is rejected and Ha is accepted. This means, *work-life balance has* a significant impact on turnover *intention*

These results confirm that the two independent variables in this study play an important role in influencing *Turnover Intention*, either through an increase or decrease, depending on the direction of the relationship between each variable. This finding is in line with Pratiwi et al., (2022), who emphasized the importance of stress management in the work environment.

5. CONCLUSION
A. Conclusion
1. Based on the correlation coefficient value of r = 0.771 and the determination coefficient of R = r2 = 0.594. The significance test for the correlation obtained a calculated t of 9.207 > t table of 1.672 at α = 0.05, indicating that the correlation coefficient is significant. Thus, there is a relationship between Job Stress and *Turnover Intention* acceptable. This means that the higher the level of work stress among working students, the higher the level of work stress will be *Turnover Intention*. Meanwhile, the results of the coefficient of determination test of 0.594 indicate that 59.4% of the variation *Turnover Intention* can be explained by variations in Job Stress.
2. Based on the correlation coefficient value of r = -0.451 and the determination coefficient of R = r2 = 0.203. The significance test for the correlation obtained a calculated t of -3.847 < t table of 1.672 at α = 0.05, indicating that the correlation coefficient is negative and significant. This means that the better *Work-Life Balance*, for *Turnover Intention tends* to decrease, and vice versa. Meanwhile, the results of the correlation test of determination of 0.203 indicate that 20.3% of the variation of *Turnover Intention* can be explained by variations *Work-Life Balance*, the remaining 79.5% is determined by other factors outside *Work-Life Balance*
3. Based on the results of the calculated F value > F table 103.29 > 1.53 and sig of 0.000, which means it is smaller than the α value (0.05). So, it can be concluded that the variables of Work Stress (X1) and *Work-Life Balance* (X2) have a significant relationship with *Turnover Intention* (Y) simultaneously. The correlation value of R of 0.885 indicates that the variables of work stress and work-life *balance* to *turnover intention has* a very strong correlation relationship. The results of the determination correlation test show an R square value of 0.784, which means that the contribution of the influence of the work stress variable and work-life *balance* to *turnover intention amounting* to 78.4%, while the remaining 21.6% is influenced by other variables not included in this study.

B. Suggestions
1. Higher education institutions in Karawang Regency are advised to provide flexible academic policies and counseling services to help working students manage stress and role conflict, in order to maintain their mental health and the sustainability of their studies. For companies where students work, it is important to create a work environment that supports work-life balance, through policies such as flexible

working hours, proportional workloads, and open communication to minimize work stress and turnover *intentions*.

2. For future research, the results of this study can serve as a reference for developing similar studies, considering the addition of variables beyond those used in this study. Thus, it is hoped that further research will be able to uncover issues more broadly, produce more meaningful findings, and provide greater benefits for various parties.

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