



THE EFFECT OF ROLE AMBIGUITY AND ROLE OVERLOAD ON THE TURNOVER INTENTION OF GENERATION Z EMPLOYEES IN TASIKMALAYA

Dinda Putrisari

Faculty of Economics and Business, Universitas Siliwangi, Indonesia

223402249@student.unsil.ac.id

Abstract. This research investigates how role ambiguity and role overload influence turnover intention among Generation Z employees in Tasikmalaya, Indonesia. The study was inspired by the growing trend of job switching among younger workers, which is often associated with unclear job expectations and excessive workload demands. A quantitative method with an explanatory design was adopted to analyze the relationships among the studied variables. Data were gathered through questionnaires administered to 96 Generation Z employees selected via purposive sampling. The dataset was processed and analyzed using SPSS software, employing validity, reliability, and multiple linear regression tests. The findings demonstrate that both role ambiguity and role overload exert a positive and significant effect on turnover intention, suggesting that when job roles are vague and workloads are excessive, employees are more inclined to resign. Collectively, these variables account for a considerable portion of the variance in turnover intention, underscoring their significance in understanding employee retention dynamics. The implications highlight that organizations must clearly define job roles and manage workload distribution effectively to minimize turnover among young employees. Furthermore, this study enriches the field of human resource management by offering insights into psychological and organizational factors that shape employee commitment and retention, particularly within the Generation Z workforce.

Keywords: Role Ambiguity; Role Overload; Turnover Intention; Generation Z.

1. Introduction

Changes in the modern world of work are marked by increasingly complex employment dynamics, one of which is the rise in turnover intention, or employees' intention to leave their jobs. This phenomenon has become an important global issue because it is directly related to organizational stability, human resource sustainability, and the costs that companies must bear due to workforce turnover. Deloitte Global, 2023, in its annual survey of Generation Z and Millennials, reported that 49% of Gen Z respondents plan to leave their jobs within the first two years, citing high workloads, lack of job satisfaction, and inadequate compensation as the main reasons. This phenomenon confirms that the younger generation has a tendency toward high job mobility and relatively low loyalty compared to previous generations.

Initial observations conducted on 15 Generation Z employees in Tasikmalaya show that issues of role ambiguity and excessive workload are still quite prevalent among young employees. As many as 40% of respondents said that the work instructions they received were often unclear, 46.7% felt that their job descriptions did not match their contracts, and 66.7% were often confused about the division of job responsibilities. In terms of workload, 60% of respondents felt that the tasks assigned exceeded their capacity, 60% had difficulty completing work on time, and 66.7% felt exhausted due to

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the high volume of work. This situation has a direct impact on the emergence of resignation intentions, with 66.7% of respondents having thought about resigning and 60% stating that they plan to look for a new job in the near future. These results confirm that role ambiguity and role overload are real factors contributing to high turnover intention among Gen Z in Tasikmalaya.

The above phenomenon shows a gap between the ideal conditions expected by companies and the reality in the field. Ideally, the job descriptions given to employees should be clear, measurable, and in accordance with the employment agreement. In addition, the workload should be balanced with individual capacity and supported by commensurate compensation. However, in reality, many young employees experience role ambiguity and role overload. This gap shows that the human resource management systems in many companies are not yet fully capable of accommodating the needs of the younger generation. Recent research (Junça Silva & Rodrigues, 2024) even confirms that role overload is positively related to work stress and turnover intention.

Based on these phenomena, it is clear that the issues of role ambiguity and role overload experienced by Generation Z employees have an influence on high turnover intention. This condition needs to be further examined to gain a more comprehensive understanding of the factors causing young employees' resignation intentions. Therefore, this study aims to quantitatively examine the influence of role ambiguity and role overload on turnover intention among Generation Z employees in Tasikmalaya.

2. Methods

This study uses a quantitative approach with a survey method to analyze the effect of role ambiguity and role overload on the turnover intention of Generation Z employees in Tasikmalaya. This research was conducted in various employment sectors in the city of Tasikmalaya with a total of 96 Generation Z respondents as the population and sample of the study. The sampling technique used was purposive sampling, with the criteria of respondents aged 18–28 years and residing in Tasikmalaya.

Primary data were obtained through a structured questionnaire compiled based on indicators from each variable. Data collection was carried out by distributing questionnaires using a 1–5 Likert scale to measure the respondents' level of agreement with statements regarding role ambiguity, role overload, and turnover intention.

Data analysis was performed using multiple linear regression analysis with the help of SPSS software. The independent variables in this study were Role Ambiguity (X_1) and Role Overload (X_2), while the dependent variable was Turnover Intention (Y).

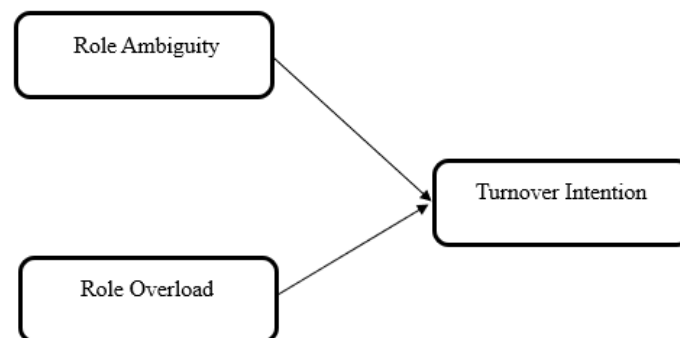


Fig 1. Research Model

3. Results And Discussion

This study was conducted on 96 respondents who were Generation Z employees working in various industrial sectors in Tasikmalaya. Before performing multiple linear regression analysis, classical assumption testing was first conducted to ensure that the regression model met the necessary statistical criteria.

Table 1. Reliability Test Results

Variable	Cronbach's Alpha	Description
Role Ambiguity	0.890	Reliable
Role Overload	0.860	Reliable
Turnover Intention	0.886	Reliable

From the results in Table 1, the test results show that all variables have a Cronbach's Alpha value above 0.70, so all research instruments are declared reliable and suitable for regression testing.

Table 2. Normality Test Results

Variable	Kolmogrov-Smirnov	P	Description
Role Ambiguity	0.087	0.200	Normal
Role Overload	0.092	0.200	Normal
Turnover Intention	0.078	0.200	Normal

From the Table 2, it can be seen that the Asymp. Sig. (2-tailed) value = 0.200, which is greater than the significance threshold of 0.05. Thus, it can be concluded that the residual data is normally distributed. Therefore, the regression model in this study has met the normality assumption, so that further analyses, such as the t-test and F-test, can be carried out with valid results.

Table 3. Linearity Test Results

Inter Variabel	F (Linearity)	Sign. (Linearity)	Description
Role Ambiguity → Turnover Intention	1.921	0.102	Linear
Role Overload → Turnover Intention	1.746	0.121	Linear

From the linearity test results above, all Sig. (Linearity) values are > 0.05, so it can be concluded that the relationship between the independent variables (role ambiguity and role overload) and the dependent variable (turnover intention) is linear.

Table 4. Multiple Linear Regression

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.761	0.580	0.571	1.937

Based on the Table 4, the R Square value of 0.580 indicates that 58.0% of the variation in Turnover Intention (Y) can be explained by the variables Role Ambiguity (X₁) and Role Overload (X₂) simultaneously. Meanwhile, the remaining 42.0% is explained by other factors outside this research model, such as work environment, compensation, and job satisfaction, which are not included in this regression model.

The Adjusted R Square value of 0.571 indicates that after adjusting for the number of independent variables, the model is still able to explain 57.1% of the variation in the

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dependent variable. The R value of 0.761 also indicates a strong relationship between the independent and dependent variables. Thus, it can be concluded that the regression model used in this study has good explanatory power for the employee turnover intention variable.

Table 5. F Test Results (Simultaneous)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	19996.744	2	998.372	64.126	0.000
Residual	1447.912	93	15.569		
Total	3444.656	95			

The calculated F value of 64.126 with a significance of $0.000 < 0.05$ indicates that the variables Role Ambiguity (X₁) and Role Overload (X₂) simultaneously have a significant effect on Turnover Intention (Y). These results confirm that the regression model used in this study is valid and that the two independent variables together are able to explain the variation that occurs in the employee Turnover Intention variable.

Table 6. T-test Results (Partial)

Independent Variable	Unstandardized (B)	Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	Description
Constant	5.389	1.937		2.782	0.007	
Role Ambiguity (X ₁)	0.327	0.090	0.333	3.632	<0,001	Significant
Role Overload (X ₂)	0.515	0.096	0.495	5.394	<0,001	Significant

From the t-test results in the Table 6, the multiple linear regression equation can be formulated as follows:

$$Y = 5.389 + 0.327X_1 + 0.515X_2$$

Interpretation of partial test results (t-test):

1. The constant (intercept) of 5.389 with a significance value of 0.007 (< 0.05) indicates that if the role ambiguity and role overload variables are zero, the resulting turnover intention level is 5.389 units. This value becomes the baseline for the tendency to change jobs without the influence of the two independent variables.
2. The Role Ambiguity variable (X₁) has a regression coefficient value of 0.327 with a t value of 3.632 and a significance of < 0.001 . This shows that role ambiguity has a positive and significant effect on turnover intention. This means that the higher the level of role ambiguity felt by employees, the greater their tendency to change jobs. Thus, the first hypothesis (H₁) is accepted.
3. The Role Overload variable (X₂) has a regression coefficient value of 0.515 with a t value of 5.394 and a significance level of < 0.001 . This means that role overload also has a positive and significant effect on turnover intention. The higher the perceived workload, the greater the likelihood that employees will have the intention to leave their jobs. In addition, the larger role overload coefficient indicates that this variable has the most dominant influence on turnover intention compared to role ambiguity. Thus, the second hypothesis (H₂) is accepted.

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Overall, these results indicate that both independent variables, role ambiguity and role overload, have a positive and significant effect on turnover intention among Generation Z employees in Tasikmalaya. This means that the higher the level of role ambiguity and workload experienced by employees, the greater their intention to change jobs.

Discussion

The results of this study indicate that role ambiguity and role overload have a positive and significant effect on turnover intention among Generation Z employees in Tasikmalaya. These findings confirm that psychological factors and work pressure contribute greatly to the tendency of young employees to change jobs.

Based on the research results, the Role Ambiguity variable was proven to have a positive and significant effect on Turnover Intention, with a t-value of 3.632 and a significance level of 0.000 (< 0.05). This means that the higher the level of role ambiguity felt by employees, the higher their tendency to leave their jobs.

Meanwhile, the analysis results show that the Role Overload variable has a positive and significant effect on Turnover Intention, with a t-value of 5.394 and a significance level of 0.000 (< 0.05). This indicates that the greater the workload felt by employees, the higher the possibility of them deciding to leave the organization.

Based on the F test results, a calculated F value of 64.126 with a significance level of 0.000 (< 0.05) was obtained, which means that Role Ambiguity and Role Overload together have a significant effect on Turnover Intention. Thus, when role ambiguity and excessive workload are experienced simultaneously, employees' desire to leave their jobs tends to increase.

This finding is in line with the work stress theory proposed by Beehr and Newman (2015), which states that the combination of role ambiguity and role overload can exacerbate the psychological pressure felt by individuals, thereby triggering the desire to leave the organization. This is also in line with the views of Robbins and Judge (2019) that work stress arising from factors such as role ambiguity and excessive workload are important determinants in increasing turnover intention.

Thus, the results of this study confirm that work stress factors such as role ambiguity and excessive role overload have a significant influence on turnover intention. To reduce turnover intention, organizations need to make improvements in their human resource management systems, such as clarifying job descriptions, setting realistic expectations, and balancing workloads according to the capacity and capabilities of employees.

4. Conclusion And Recommendations

Based on the results of the study described above, it can be concluded that the phenomenon of turnover intention or the tendency to change jobs among Generation Z employees in Tasikmalaya is significantly influenced by two main variables, namely role ambiguity and role overload. The results of this study show that the dynamics of the modern world of work, especially among the younger generation, are characterized by high labor mobility and low loyalty to the companies where they work.

The results of statistical testing using multiple linear regression analysis show that both independent variables, namely role ambiguity and role overload, have a positive and significant effect on turnover intention. The regression equation obtained, $Y = 5.389 +$

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$0.327X_1 + 0.515X_2$, shows that a one-unit increase in role ambiguity will increase turnover intention by 0.327, while a one-unit increase in role overload will increase turnover intention by 0.515. The higher coefficient value for role overload indicates that work pressure has a stronger impact on resignation intention than role ambiguity. The simultaneous test results show an F count = 64.126 with a p-value = 0.000 (<0.05), indicating that both variables together have a significant effect on turnover intention. Meanwhile, the R^2 value of 0.580 indicates that 58% of the variation in turnover intention can be explained by role ambiguity and role overload, while the remaining 42% is influenced by external factors such as compensation, job satisfaction, and organizational support, which were not examined in this model.

These findings are also supported by a number of recent studies. A study by (Junça Silva & Rodrigues, 2024) found that role ambiguity contributes significantly to increased work stress and the desire to change jobs. Arianto and Nugroho (2022) stated that role overload has a direct effect on decreased job satisfaction and increased turnover intention. Research by Galanis et al. (2024) also confirms that work pressure due to role ambiguity can weaken emotional attachment to the organization, while Wong (2024) shows that excessive workload increases the risk of burnout and accelerates the decision to resign. Thus, the results of this study reinforce empirical evidence that the combination of role ambiguity and role overload is a significant trigger that reduces psychological well-being and employee loyalty to the company.

Overall, this study confirms that the higher the level of role ambiguity and role overload, the greater the likelihood that Generation Z employees will intend to leave the organization. When job roles are not clearly defined and the workload exceeds individual capacity, stress, fatigue, and decreased job satisfaction arise, which ultimately increase the intention to leave. Therefore, organizations need to develop human resource management systems that are adaptive to the needs of the younger generation by creating effective communication, distributing work fairly, providing strong organizational support, and maintaining a balance between work demands and employee well-being. These efforts are believed to reduce turnover intention and increase the loyalty of young employees to the organization.

The results of this research show that both role ambiguity and role overload play a substantial role in shaping the turnover intention of Generation Z employees. Consequently, organizations should strengthen the clarity of job roles by ensuring that job descriptions are comprehensive, task boundaries are well-defined, and instructions are communicated consistently. Clearer role expectations help reduce psychological pressure and contribute to stronger employee commitment. Moreover, workload management should be handled more effectively through balanced task allocation, attainable deadlines, and regular monitoring of work intensity to prevent fatigue and burnout. Implementing flexible work arrangements or providing sufficient rest periods may also support employee well-being.

In addition, establishing a culture of open communication and constructive feedback is crucial, as Generation Z places high value on transparency and the ability to voice their opinions. Supportive supervisor–employee interactions can enhance engagement and lower the likelihood of resignation. Organizations are also encouraged to strengthen employee development initiatives—such as training programs, mentoring systems, and clearer career progression paths—to boost motivation and retain talent in the long term.

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This research also recognizes several limitations. First, the study investigates only two determinants of turnover intention, while many other organizational and personal factors may also contribute. Second, the data rely exclusively on self-reported questionnaires, which may result in response bias. Third, the sample consists solely of Generation Z employees located in Tasikmalaya, limiting the broader applicability of the findings. Future research is suggested to incorporate mediating or moderating variables, broaden the sample to different regions or sectors, or employ mixed-method approaches for more comprehensive insights. Comparative studies across multiple generations (Gen X, Gen Y, and Gen Z) could further deepen understanding of generational differences in work behavior and turnover tendencies.

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