

The Effect Of Role Conflict On Turnover Intention: The Mediating Role Of Work Stress Among Generation Z Employees

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Abstract

This study aims to analyze the effect of role conflict on work stress and turnover intention and to examine the mediating role of work stress in the relationship between role conflict and turnover intention among Generation Z employees in Semarang City. This study employed a quantitative approach using a questionnaire survey. The sample consisted of 96 Generation Z employees in Semarang City selected through purposive sampling. The data were analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) with SmartPLS. The results indicate that role conflict has a positive and significant effect on work stress and turnover intention. However, work stress does not have a significant effect on turnover intention. Furthermore, work stress does not mediate the relationship between role conflict and turnover intention. These findings indicate that role conflict is an important factor that can increase work stress and employees' intention to leave the organization. Therefore, effective management of role conflict is important to reduce turnover intention among Generation Z employees.

Keywords: Role Conflict; Work Stress; Turnover Intention; Generation Z

INTRODUCTION

Human resources are strategic assets for organizations, playing an important role in organizational sustainability and the achievement of organizational goals. However, increasingly complex work demands may lead to role conflict, a condition in which employees face role demands or expectations that are incompatible, contradictory, or difficult to fulfill simultaneously

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(Nurbayani, Suwarsih, & Firdaus, 2022; Wiryathi, Rasmini, & Wirakusuma, 2018). Persistent role conflict can develop into work stress due to an imbalance between job demands and an individual's capabilities or available resources (Rivai, as cited in Sulistyawati, 2020). Such conditions may affect employees' work attitudes and behaviors, including an increased intention to leave the organization, known as turnover intention, which refers to a conscious and deliberate intention to leave the organization (Tampubolon & Sagala, 2020).

The phenomenon of turnover intention is particularly relevant among Generation Z, individuals born between 1997 and 2012 who are known for their technological adaptability, preference for work flexibility, and sensitivity to the work environment and work-life balance (Ramadhani & Nindyati, 2022). Data from Snapshot (2022–2025) indicate that approximately 76% of Generation Z employees intend to leave their jobs, while GoodStats (2023) reports that 60% have such intentions, and Jakpat (2024) found that 69% of Generation Z respondents expressed an intention to resign. In Semarang City, Puspita et al. (2024) found that approximately 65% of Generation Z employees working at state-owned banks exhibited turnover tendencies, which were associated with low organizational support, limited career development opportunities, and inadequate work-life balance. These conditions indicate that role conflict and work stress are relevant factors to examine in relation to turnover intention among the young workforce.

Previous studies have demonstrated relationships among role conflict, work stress, and turnover intention. Soelton et al. (2020), Khalil et al. (2020), Setiawan and Sulastrri (2024), and Milleniawan et al. (2025) found that role conflict and work stress generally have a positive effect on turnover intention. Khalil et al. (2020) also found that role conflict and work overload have a positive effect on job stress. However, findings regarding the role of work stress as a mediating variable remain inconsistent. Khalil et al. (2020) and Asfahani (2022) found that work stress mediates the effect of role conflict on turnover intention, whereas Lukmawati and Pratono (2020) and Suseno et al. (2023) found that work stress does not significantly mediate this relationship.

Furthermore, research examining the relationships among role conflict, work stress, and turnover intention, particularly with work stress as a mediating variable among Generation Z employees in Semarang City, remains limited. Therefore, this study aims to analyze the effect of role conflict on turnover intention, with work stress serving as a mediating variable, among Generation Z employees in Semarang City. This study is expected to provide an empirical contribution to the development of human resource management research, particularly by



examining the mediating role of work stress in the relationship between role conflict and turnover intention.

RESEARCH METHODOLOGY

This study employed a quantitative approach with an explanatory research design to analyze the effect of role conflict on turnover intention and examine the role of work stress as a mediating variable. Data were collected online through a questionnaire distributed using Google Forms and measured using a five-point Likert scale, ranging from 1 = strongly disagree to 5 = strongly agree. The population of this study consisted of Generation Z employees aged 20–29 years who work in Semarang City.

The sample was selected using a purposive sampling technique based on predetermined criteria relevant to the objectives of the study. The criteria included Generation Z employees aged 20–29 years who work in Semarang City. The sample size was determined by referring to Hair et al. (2014), who recommended determining the sample size based on the number of indicators used in the study. This study employed 16 indicators; therefore, the recommended sample size ranged from 80 to 160 respondents based on five to ten times the number of indicators. From this range, a total of 96 respondents were selected as the research sample.

The collected data were analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) with the assistance of SmartPLS. Data analysis was conducted in two stages: evaluation of the outer model and evaluation of the inner model. The outer model was evaluated to assess the quality of the measurement instruments through convergent validity, discriminant validity, and construct reliability tests. Meanwhile, the inner model was evaluated to examine the relationships among the variables using the coefficient of determination (R^2), effect size (f^2), and direct and indirect effect analyses. Hypothesis testing was conducted using the bootstrapping procedure by considering the path coefficients, t-statistics, and p-values. The mediation analysis was performed to determine the role of work stress in mediating the relationship between role conflict and turnover intention.

LITERATURE REVIEW

Role Theory

This study employs Role Theory proposed by Kahn et al. (1965). Role Theory explains that individuals behave according to their positions, statuses, and role demands within an



organization. In the workplace, employees receive various role expectations and demands from supervisors, colleagues, and the organization. When these demands are unclear, contradictory, or incompatible with an individual's capabilities, role ambiguity and role conflict may arise (Anglin et al., 2022). Role conflict can cause confusion, emotional strain, and work-related pressure, which may subsequently affect employees' attitudes and behaviors. Therefore, Role Theory is relevant for explaining the relationships among role conflict, work stress, and turnover intention.

Turnover Intention

Turnover intention refers to an employee's conscious inclination or intention to leave the organization in which they work, either in the short or long term. Such intentions may be influenced by job dissatisfaction, stress, and workplace conflict (Rubel et al., 2017; Abdou et al., 2022). Turnover intention can be indicated by the desire to leave the organization, the intention to seek employment elsewhere, thoughts of quitting, and a lack of interest in continuing a career within the current organization (Rubel et al., 2017; Abdou et al., 2022; Civil, 2023).

Work Stress

Work stress is a state of physical and psychological tension experienced by employees in response to work pressures, role demands, and an uncondusive work environment. This condition can affect an individual's emotions, behavior, and performance. Work stress occurs when there is a mismatch between job demands and an individual's ability to cope with such pressures and may be influenced by prolonged role conflict (Rubel et al., 2017; Wen et al., 2020). According to Afandi as cited in Malik (2021), indicators of work stress include task demands, role demands, interpersonal demands, organizational structure, and organizational leadership.

Role Conflict

Role conflict is a condition in which employees face conflicting role demands related to tasks, supervisors' expectations, or organizational rules, making it difficult for individuals to fulfill all demands simultaneously. Role conflict may occur when employees receive inconsistent instructions or encounter contradictory work expectations (Conley & Woosley, 2000; Wen et al., 2020). The indicators of role conflict include incompatible task demands, conflicting instructions from supervisors, unclear role priorities, and conflicts between work roles and personal roles (Conley & Woosley, 2000; Wen et al., 2020; Asfahani, 2022).



Research Hypothesis

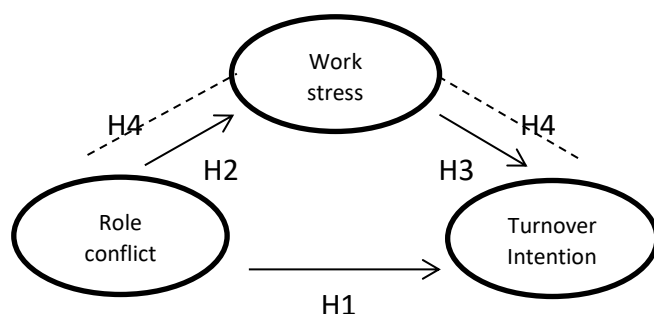


Figure 1. Conceptual Framework
Rizal et al. (2025)

The Effect of Role Conflict on Turnover Intention

Role conflict occurs when individuals face conflicting demands from different roles, which may create pressure and influence employees' work attitudes. Differences in family circumstances and the level of support received for work may also contribute to the emergence of role conflict. Consistent with this, Lutfiani (2019) found that role conflict affects an individual's intention to leave the organization.

H1: Role conflict has a positive effect on turnover intention.

The Effect of Role Conflict on Work Stress

Role conflict occurs when individuals face conflicting role demands, resulting in increased psychological pressure and work stress. Role conflict is considered a source of stress because employees may experience difficulties in meeting inconsistent or competing work expectations (Conley & Woosley, 2000). Previous studies by Wen et al. (2020) and Rubel et al. (2017) found that role conflict has a positive and significant effect on work stress.

H2: Role conflict has a positive and significant effect on work stress.

The Effect of Work Stress on Turnover Intention

Previous studies have suggested that work stress has a positive and significant effect on turnover intention. Kristin et al. (2022), Kamis (2021), Usadha (2021), Prawaty et al. (2020), Kurniawaty et al. (2019), and Nurjaya et al. (2020) found that higher levels of work stress are associated with a greater tendency among employees to leave their organizations. However, the results of this study indicate that work stress does not have a significant effect on turnover intention; therefore, H3 is rejected. This finding suggests that work stress is not necessarily a direct factor driving employees' intention to leave their organizations. Turnover intention may instead be influenced by other factors, such as compensation, workplace relationships, career development opportunities, the work environment, and organizational commitment. This finding is consistent with Maharani and Budiono (2023), who found that work stress does not significantly affect turnover intention.

H3: Work stress does not have a significant effect on turnover intention.

The Effect of Role Conflict on Turnover Intention through Work Stress

Based on previous studies, role conflict is expected to increase turnover intention through work stress. Role conflict can increase psychological pressure and work stress, which may subsequently encourage employees to consider leaving the organization (Conley & Woosley, 2000; Wen et al., 2020; Rubel et al., 2017; Asfahani, 2022). However, the results of this study indicate that work stress does not mediate the effect of role conflict on turnover intention; therefore, H4 is rejected. This finding suggests that the effect of role conflict on turnover intention does not necessarily occur through work stress but may be influenced by respondent characteristics, the organizational environment, the nature of the job, and other factors. Thus, in this study, role conflict has a more direct influence on turnover intention than an indirect influence through work stress as a mediating variable.

H4: Role conflict does not have an indirect effect on turnover intention through work stress.

RESULTS AND DISCUSSION

1. Respondent Characteristics

The respondents in this study were Generation Z employees working in Semarang City. The research questionnaire was distributed online through Google Forms. Based on the



predetermined criteria, a total of 96 respondents met the research requirements and were included in the study.

Table 1. Respondent Characteristics by Gender

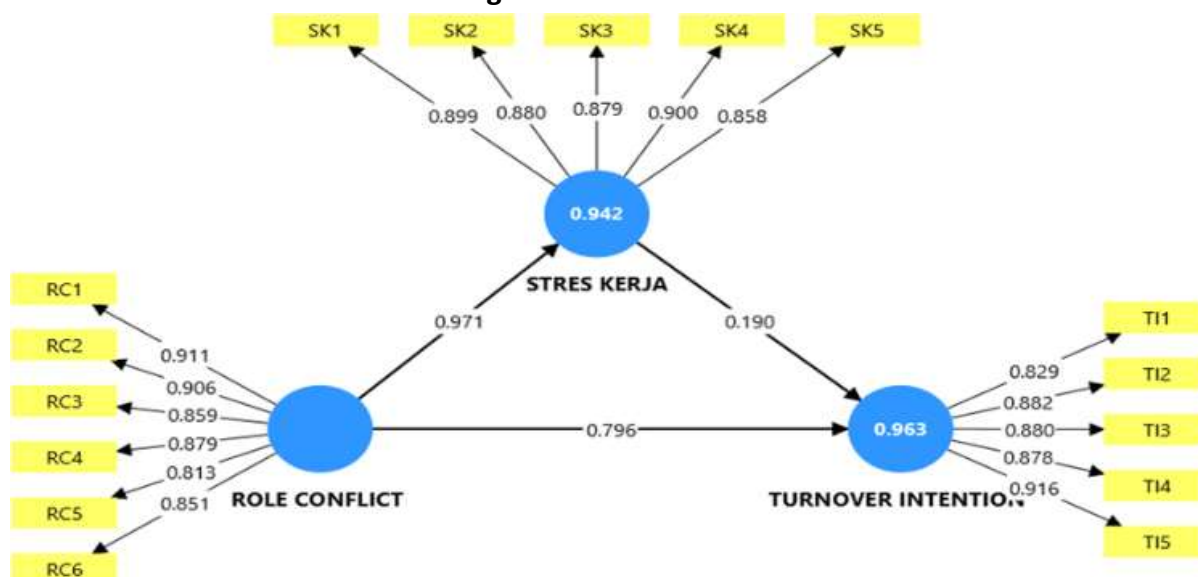
Gender	Total	%
Male	38	39,6%
Female	58	60,4%
Total	96	100%

Source: Data Processed, 2026

Based on Table 1, out of the 96 respondents, 58 respondents (60.4%) were female, while 38 respondents (39.6%) were male. Thus, the respondents in this study were predominantly female. All respondents were Generation Z employees working in Semarang City, in accordance with the predetermined sampling criteria.

2. Outer Model Analysis

Figure 2. Outer Model



Source: Data Processed, 2026

Table 2. Validity Test Result

	Role Conflict	Work Stress	Turnover Intention	Keterangan
X1.1	0.911			Valid
X1.2	0.906			Valid
X1.3	0.859			Valid
X1.4	0.879			Valid
X1.5	0.813			Valid
X1.6	0.851			Valid
Z1.1		0.899		Valid
Z1.2		0.880		Valid
Z1.3		0.879		Valid
Z1.4		0.900		Valid
Z1.5		0.858		Valid
Y1.1			0.829	Valid
Y1.2			0.882	Valid
Y1.3			0.880	Valid
Y1.4			0.878	Valid
Y1.5			0.916	Valid

Based on Table 2, the results of the convergent validity test show that all measurement items are valid, as indicated by outer loading values greater than 0.70. For the Role Conflict variable, the outer loading values ranged from 0.813 to 0.911, while the Work Stress variable ranged from 0.858 to 0.900, and the Turnover Intention variable ranged from 0.829 to 0.916. All of these values meet the criteria for convergent validity, indicating that each indicator adequately reflects the construct being measured. Therefore, all measurement items for Role Conflict, Work Stress, and Turnover Intention are considered valid and suitable for further analysis (Hair et al., 2022).

Table 3. Discriminant Validity Analysis Results

Variabel	Role Conflict	Work Stress	Turnover Intention
Role Conflict	0.870		

Work Stress	0.971	0.883	
Turnover Intention	0.980	0.962	0.878

Source: Data Processed, 2026

Based on Table 3, the results of the discriminant validity test using the Fornell–Larcker criterion show that the square root of the Average Variance Extracted (AVE) for Role Conflict is 0.870, Work Stress is 0.883, and Turnover Intention is 0.878. However, these square root values of AVE are not greater than the correlations between the constructs. The correlation between Role Conflict and Work Stress is 0.971, between Role Conflict and Turnover Intention is 0.980, and between Work Stress and Turnover Intention is 0.962. Therefore, based on the Fornell–Larcker criterion, discriminant validity in the research model has not been established because the correlations between the constructs are higher than the corresponding square root of the AVE values (Hair et al., 2022).

Table 4. Average Variance Extracted (AVE) Result

Variabel	Average Variance Extracted (AVE)
Role Conflict	0.758
Stres Kerja	0.780
Turnover Intention	0.770

Source: Data Processed, 2026

Based on Table 4, the Average Variance Extracted (AVE) values for all research variables are above 0.50. The Role Conflict variable has an AVE value of 0.758, Work Stress has an AVE value of 0.780, and Turnover Intention has an AVE value of 0.770. These results indicate that each construct is able to explain more than 50% of the variance in its indicators. According to Hair et al. (2022), the minimum acceptable AVE value is 0.50. Therefore, based on the AVE values, all constructs in this study meet the criteria for convergent validity.



Table 5. Composite Reliability Result

Variabel	Composite Reliability
Role Conflict	0.949
Stres Kerja	0.947
Turnover Intention	0.944

Source: Data Processed, 2026

Based on Table 5, the composite reliability values for all research variables exceed 0.70. The Role Conflict variable has a composite reliability value of 0.949, Work Stress has a value of 0.947, and Turnover Intention has a value of 0.944. All of these values fall within the range of 0.70 to 0.95, indicating that all constructs have a good level of reliability and that the indicators used in the study demonstrate adequate internal consistency. According to Hair et al. (2022), acceptable composite reliability values range from 0.70 to 0.95. Therefore, all constructs in this study meet the reliability criteria based on their composite reliability values.

3. Inner Model Analysis

Table 7. R-Square (R²) Result

Variabel	R Square	R Square Adjusted
Stres Kerja	0.942	0.941
Turnover Intention	0.963	0.962

Source: Data Processed, 2026

Based on Table 7, the results of the R-Square test indicate that the Work Stress variable has an R-Square value of 0.942 and an Adjusted R-Square value of 0.941. This indicates that the Role Conflict variable explains 94.2% of the variance in Work Stress, while the remaining 5.8% is explained by other factors outside the research model. Meanwhile, the Turnover Intention variable has an R-Square value of 0.963 and an Adjusted R-Square value of 0.962. This indicates



that the Role Conflict and Work Stress variables explain 96.3% of the variance in Turnover Intention, while the remaining 3.7% is explained by other factors outside the research model.

Table 8. Q-Square (Q^2) Result

Variabel	RMSE	MAE	Q^2 Predict
Stres Kerja	0.247	0.200	0.942
Turnover Intention	0.204	0.163	0.960

Source: Data Processed, 2026

Based on Table 8, the results of the Q-Square (Q^2 Predict) test indicate that the Work Stress variable has a Q^2 Predict value of 0.942, while the Turnover Intention variable has a Q^2 Predict value of 0.960. Both values are greater than zero, indicating that the research model has predictive relevance for the endogenous variables. Therefore, the research model demonstrates good predictive capability in predicting Work Stress and Turnover Intention.

Table 9. Model Fit Test Result

Indikator	Saturated Model	Estimated Model
SRMR	0.052	0.052
d_ULS	0.372	0.372
d_G	1.017	1.017
Chi-square	440.371	440.371
NFI	0.789	0.789

Source: Data Processed, 2026

Based on Table 9, the model fit test results indicate that the Standardized Root Mean Square Residual (SRMR) value for both the Saturated Model and the Estimated Model is 0.052. This value is below the threshold of 0.10, indicating a good level of model fit. In addition, the NFI value of 0.789 indicates that the model fit does not meet the recommended criterion of 0.90. However, based on the SRMR value, the research model can be considered to have a good fit and is suitable for further analysis.



4. Hasil Hipotesis

Table 10. Direct Hypothesis Test Result

Hubungan	Original Sample (0)	T-Statistic	P-Values
Role Conflict → Stres Kerja	0.971	150.856	0.000
Role Conflict → Turnover Intention	0.796	8.210	0.000
Stres Kerja → Turnover Intention	0.190	1.927	0.054

Source: Data Processed, 2026

Based on Table 10, the effect of Role Conflict on Work Stress shows a p-value of 0.000 (< 0.05); thus, H_0 is rejected and H_1 is accepted. This indicates that Role Conflict has a significant effect on Work Stress. The original sample value of 0.971 indicates a positive relationship, meaning that higher levels of Role Conflict are associated with higher levels of Work Stress.

The effect of Role Conflict on Turnover Intention shows a p-value of 0.000 (< 0.05); thus, H_0 is rejected and H_2 is accepted. This indicates that Role Conflict has a significant effect on Turnover Intention. The original sample value of 0.796 indicates a positive relationship, meaning that higher levels of Role Conflict are associated with higher levels of Turnover Intention.

Meanwhile, the effect of Work Stress on Turnover Intention shows a p-value of 0.054 (> 0.05); thus, H_0 is accepted and H_3 is rejected. This indicates that Work Stress does not have a significant effect on Turnover Intention at the 5% significance level. The original sample value of 0.190 indicates a positive relationship; however, the effect is not statistically significant.

Table 11. Indirect Hypothesis Test Result

Hubungan	Original Sample (0)	T-Statistic	P-Values
Role Conflict → Stres Kerja → Turnover Intention	0.184	1.934	0.053

Source: Data Processed, 2026



Based on Table 11, the results of the indirect hypothesis testing indicate that the effect of Role Conflict on Turnover Intention through Work Stress has a p-value of 0.053 (> 0.05). Therefore, H0 is accepted and H4 is rejected. This indicates that Work Stress does not significantly mediate the effect of Role Conflict on Turnover Intention at the 5% significance level. The original sample value of 0.184 indicates that the direction of the indirect effect is positive; however, the effect is not statistically significant.

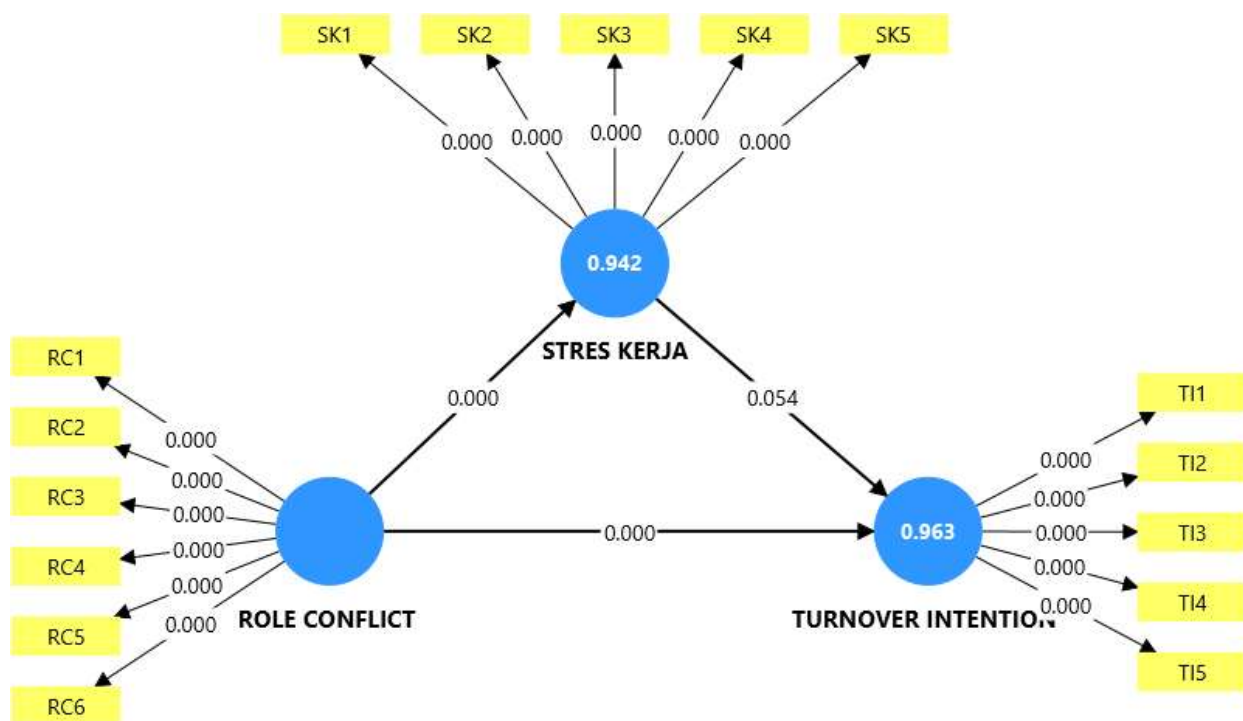


Figure 3. Inner Model
Source: Data Processed, 2026

DISCUSSION

The Effect of Role Conflict on Work Stress

The results of the study show that Role Conflict has a positive and significant effect on Work Stress; therefore, hypothesis H1 is accepted. The higher the level of role conflict experienced by employees, the higher the level of work stress resulting from conflicting job

demands, responsibilities, or expectations. Theoretically, this finding is consistent with the role stress perspective, which explains that role conflict is one of the sources of pressure that can increase work stress. This finding is also consistent with the study by Suseno, Basrowi, and Kuwartika (2023), which found that role conflict affects work stress. Thus, role conflict is one of the factors that can increase work stress.

The Effect of Role Conflict on Turnover Intention

The results of the study show that Role Conflict has a positive and significant effect on Turnover Intention; therefore, hypothesis H2 is accepted. The higher the level of role conflict experienced by employees, the higher their tendency to leave the organization due to conflicting job demands, responsibilities, or expectations. Theoretically, this finding is consistent with the role stress theory perspective, which explains that role conflict can become a source of pressure and generate negative responses toward work and the organization. This finding is also consistent with the study by Suseno, Basrowi, and Kuwartika (2023), which found that role conflict has a positive effect on turnover intention. Thus, role conflict is one of the factors that can increase turnover intention.

The Effect of Work Stress on Turnover Intention

The results of the study show that Work Stress does not have a significant effect on Turnover Intention; therefore, hypothesis H3 is rejected. This finding indicates that the work stress experienced by employees does not necessarily lead to an intention to leave the organization, as the decision to change jobs may be influenced by other factors, such as compensation, work relationships, career development opportunities, work environment, and organizational commitment. This finding is consistent with the study by Maharani and Budiono (2023), which found that work stress does not affect turnover intention among banking employees in Surabaya. Thus, work stress is not a factor that directly influences turnover intention in this study.

The Effect of Role Conflict on Turnover Intention through Work Stress

The results of the study show that Role Conflict does not have a significant indirect effect on Turnover Intention through Work Stress; therefore, hypothesis H4 is rejected. Although role conflict can increase work stress and has a direct effect on turnover intention, work stress was



not proven to significantly mediate the relationship between the two variables. Theoretically, the effect of role conflict on turnover intention does not necessarily occur through work stress and may be influenced by respondent characteristics, the organizational environment, job characteristics, and other factors. Therefore, in this study, Role Conflict plays a greater role in directly influencing Turnover Intention than through Work Stress as a mediating variable.

CONCLUSION AND SUGGESTIONS

Based on the research results, it can be concluded that Role Conflict has a positive and significant effect on Work Stress and Turnover Intention among Generation Z employees in Semarang City. However, Work Stress does not have a significant effect on Turnover Intention and does not significantly mediate the effect of Role Conflict on Turnover Intention. Thus, Role Conflict plays a greater role in directly increasing employees' intention to leave the organization.

Therefore, companies are advised to manage role conflict by clarifying job duties, responsibilities, and work priorities, as well as reducing conflicting demands or instructions. In addition, companies should pay attention to other factors that may influence turnover intention, such as compensation, work relationships, career development opportunities, work environment, and employee commitment to the organization. These efforts are expected to create better working conditions and reduce employees' intention to leave the organization.

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