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Technostress and perceived disadvantages of flexible work arrangements as predictors of turnover intention: Testing the mediating role of work engagement among Generation Z in Indonesia's hybrid workforce

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Abstract

Aim/purpose – This study examines how technostress and perceived disadvantages of flexible work arrangements relate to turnover intention among Generation Z employees in Indonesia's hybrid work settings, with work engagement serving as a potential mediator.

Design/methodology/approach – A quantitative cross-sectional design was employed using an online survey of 235 Generation Z employees working in hybrid or work from anywhere arrangements. Data were analyzed using partial least squares structural equation modeling (PLS-SEM) with SmartPLS.

Findings – Technostress is positively associated with turnover intention, indicating that higher digital demands are linked to stronger withdrawal intentions among Gen Z em-

ployees. Technostress also shows a positive relationship with work engagement, suggesting that, in hybrid work contexts, certain technological pressures may be interpreted as motivating challenges rather than as purely hindrance stressors. Work engagement is negatively related to turnover intention, highlighting its protective role within digitally intensive environments. However, the indirect effect of technostress on turnover intention through work engagement was not statistically significant; therefore, the proposed mediation effect was not confirmed. Perceived disadvantages of flexible work arrangements are positively associated with turnover intention, suggesting that dissatisfaction with flexibility may drive turnover intentions.

Research implications/limitations – The findings highlight the context-dependent nature of technostress and suggest that established job demands-resources assumptions may operate differently in digitally intensive hybrid work settings. The cross-sectional design limits causal inference, and the focus on Indonesian Gen Z employees may constrain generalizability. Future research could apply longitudinal or comparative designs and further refine the measurement of flexibility-related mechanisms.

Originality/value/contribution – This study contributes by empirically examining the direct and indirect relationships among technostress, work engagement, and turnover intention among Generation Z employees in Indonesia's hybrid work context, while also examining the direct role of perceived disadvantages of flexible work arrangements in explaining turnover intention.

Keywords: Technostress, turnover intention, work engagement, perceived disadvantages of flexible work arrangements, Generation Z, hybrid work system.

JEL Classification: J24, J28, M12, M54, O33.

1. Introduction

The modern workplace is undergoing a significant transformation as Generation Z (Gen Z), commonly defined as individuals born between 1997 and 2012, enters the workforce. As the first truly digital-native generation, Gen Z employees bring unique perspectives, expectations, and work ethics that differ significantly from those of their predecessors, such as Millennials, Generation X, and Baby Boomers (Shinde & Surve, 2025). Their approach to work is shaped by rapid technological advancements, economic uncertainties, and shifting societal norms, making it essential for organizations to rethink their onboarding and engagement strategies, as Generation Z has unique expectations that demand adaptability and alignment with digital and flexible work environments (Chilakuri, 2020). In Indonesia, Gen Z constitutes approximately 27.94% of the population, or around 75 million people (Badan Pusat Statistik, 2021). This means that more than a quarter of Indonesia's population is in this age group, making them a generation with the potential to dominate the future labor market. However, despite this large demographic, Gen Z faces significant challenges entering

the workforce. In 2023, about 42.62% of individuals aged 15 to 24 were unemployed, highlighting the difficulties they face in securing stable employment (Badan Pusat Statistik, 2024).

Integrating Generation Z into the workforce presents challenges for organizations. This generation brings new values such as flexibility, efficiency, and work-life balance. Generation Z places a high value on workplace flexibility that allows them to maintain a healthy balance between their professional responsibilities and personal life. This research shows that flexible work structures are a priority when supporting the overall satisfaction and well-being of Generation Z (Bielefeld et al., 2025). While flexibility helps Generation Z thrive in the workplace, it has costly consequences. They quickly lose motivation or consider leaving just because they feel that their workplace neglects their mental health (Schroth, 2019). This also highlights the importance for organizations to create a supportive and adaptive environment that aligns with the expectations and values of this generation (Rani & Suneja, 2025).

Since the COVID-19 pandemic, the adoption of remote and hybrid work models has accelerated, fundamentally altering traditional workplace structures. Organizations worldwide are now embracing flexible work arrangements to adapt to new norms and employee expectations (Hou & Sing, 2025). Hybrid work models, which blend remote and in-office work, have become increasingly popular because they offer employees greater flexibility and work-life balance. This approach allows organizations to attract and retain talent by accommodating diverse work preferences (Hou & Sing, 2025). Although Gen Z values flexibility in their work arrangements, the shift to hybrid work can pose challenges, including increased digital stress and difficulty maintaining boundaries between work and personal life (Popovac et al., 2025). Employers need to address these issues to ensure the well-being and productivity of their workforce (Saraiva & Nogueiro, 2025). The reliance on digital tools for communication and collaboration in hybrid work environments can contribute to increased stress and mental fatigue among employees. According to a report by *We Are Social and Meltwater*, Gen Z in Indonesia spends an average of over eight hours daily online and frequently uses multiple digital devices simultaneously (Kemp, 2024). Therefore, organizations need to implement strategies that mitigate these psychological pressures (Chang et al., 2025).

Technostress refers to stress induced by excessive technology use or an individual's inability to adapt to ever-growing digital demands. Research indicates that technostress can lead to emotional exhaustion, burnout, and job dissatisfaction. For instance, a study found that technostress significantly contributes to burnout and decreased job satisfaction among employees (Pothuganti, 2024).

Further studies corroborate these findings, highlighting the negative impact of technostress on employees' mental health and job satisfaction. For example, a study shows that technostress can lead to adverse outcomes, including burnout and emotional exhaustion. The consequences of technostress extend beyond immediate health effects, influencing employees' intentions to leave their organizations (Alkhayyal & Bajaba, 2024). Research indicates that employee turnover introduces uncertainty in the workforce and incurs significant economic losses due to recruitment, selection, and training costs (Zambrano-Chumo & Guevara, 2024). For instance, a study found that high turnover rates lead to the loss of skilled personnel and increased costs associated with recruiting and training new employees, thereby weakening organizational competitiveness (Bai et al., 2023).

Unfortunately, although technostress is increasingly relevant in the modern workplace, research examining the relationship between technostress and the desire to leave among Gen Z in the context of hybrid work is still minimal. A study in Malaysia shows that Gen Z's preferences for hybrid, flexible working hours, and remote work significantly affect retention through perceptions (Salem, 2025). This phenomenon shows that the hybrid work context for Gen Z is beginning to receive academic attention. Gen Z, as the currently dominant generation, has distinct characteristics and work dynamics that require unique strategies to address their digital stress and work-life balance needs (Bourlakis et al., 2023).

This is where the critical gap in this research lies. This study not only aims to understand the relationships among technostress, perceived disadvantages of flexible work arrangements (PDFWA), and turnover intention but also seeks to examine the role of work engagement as a mediator. Work engagement has been identified as a natural antidote to burnout and turnover intention, as it fosters a positive connection to one's work and enhances resilience against stressors (Katsaros, 2024). Meanwhile, prior research suggests that employees' evaluations of flexible work arrangements, particularly when perceived as disadvantageous, may shape how employees experience digital demands. However, their effects may vary depending on how flexibility is subjectively evaluated in the work context (Xu et al., 2025). Another study found that work engagement serves as a buffer against stressors, enhancing employees' ability to manage challenges and maintain their well-being amid digital demands (Rick et al., 2024).

Considering the above, this study aims to explore in greater depth how technostress affects turnover intention among Gen Z employees working in a hybrid system, while examining whether work engagement mediates this relationship and the direct role of PDFWA in explaining turnover intention. This research is not only expected to contribute to the academic literature but also to provide practical insights for organizations seeking to develop HR management strategies that are more adap-

tive, digitally healthy, and equipped to address the dynamic needs of today's younger workforce. The contributions of this study lie in examining the relationships among technostress, work engagement, and PDFWA in explaining turn-over intention among Generation Z employees within Indonesia's hybrid workforce. By focusing on Generation Z employees working in hybrid arrangements, this study provides contextually grounded insights into how technostress processes take place in digitally intensive, flexibility-oriented work environments.

This paper is structured as follows: Section 1 introduces the study and outlines the research context. Section 2 presents the literature review and hypothesis development. Section 3 describes the research methodology. Section 4 reports the empirical results. Section 5 discusses the findings in relation to the existing literature and theoretical framework. Section 6 concludes the study by summarizing the main findings, outlining practical implications, acknowledging limitations, and suggesting directions for future research.

2. Literature review

The following study is based on the job demands-resources (JD-R) model (Bakker & Demerouti, 2007) and the conservation of resources (COR) theory (Hobfoll, 1989). According to the JD-R model, technostress can be viewed as job demands that drain employees' energy and motivation, thereby increasing turnover intention and decreasing work engagement (Zhang et al., 2025). The COR theory complements this view by explaining that when resources are threatened or lost, individuals are more likely to experience tension and consider withdrawal behaviors (Akram et al., 2019). In this study, work engagement is examined as a psychological resource and a potential mediator in the relationship between technostress and turnover intention, whereas PDFWA are conceptualized as employees' subjective evaluations of flexible work arrangements and are examined in terms of their direct association with turnover intention. This theoretical foundation provides a coherent rationale for the hypotheses (H1-H5) and ensures a clearer link between the theoretical framework and hypothesis development.

2.1. Technostress

The term technostress was first introduced by Brod (1984, as cited in Upadhyaya & Vrinda, 2021), who described it as an "adaptation disease" resulting from a person's inability to cope with the pressures arising from the conscious use of technology. Technostress has been conceptualized as a multidimensional con-

struct comprising five distinct “technostress creators”: techno-overload, techno-invasion, techno-complexity, techno-insecurity, and techno-uncertainty (Ragu-Nathan et al., 2008). These dimensions reflect how technology use can increase the workload, blur work-life boundaries, demand rapid learning, create insecurity, and induce uncertainty due to constant updating (Pothuganti, 2024).

Empirical evidence suggests that technostress reduces productivity and job satisfaction, and increases emotional exhaustion and turnover intention (Saleem & Malik, 2023). Within the JD-R framework, technostress is generally considered a job demand that drains psychological resources, thereby decreasing work engagement and increasing turnover intention (Pansini et al., 2023). However, recent studies indicate that technostress may also function as a challenging demand in certain contexts, stimulating learning and boosting engagement (Scholze & Hecker, 2023). These mixed findings underscore the importance of reexamining the dual role of technostress in shaping work engagement and turnover intentions.

In this study, technostress is understood as a multidimensional phenomenon that reflects both the strain and adaptation processes inherent in digital work environments. Rather than being treated solely as a negative condition, it is viewed as part of the broader transformation of work shaped by continuous technological interactions. This approach positions the study within the ongoing global discussions that seek to interpret technostress not only as a source of pressure but also as a lens for understanding how individuals adjust to the psychological demands of modern technology use.

2.2. Turnover intention

Turnover intention refers to an individual’s deliberate and conscious plan to leave an organization and is often considered the strongest predictor of actual turnover (Harter et al., 2002). Rather than being a purely personal choice, turnover intention is strongly influenced by job-related demands and resources. Previous studies consistently show that job stress, burnout, and job dissatisfaction increase employees’ intention to quit (Cao & Chen, 2021), while organizational support and role clarity can mitigate these effects, even in stressful environments (Cao & Chen, 2021).

In this study, technostress is examined as a potential antecedent of turnover intention because it may contribute to emotional exhaustion and lower job satisfaction. This is consistent with prior research demonstrating that technostress and work-family conflict significantly predict employees’ turnover intentions

(Sid-diqi, 2024). Conversely, work engagement served as a protective factor, reducing employees' tendency to leave by strengthening their emotional attachment and sense of meaning to their work (Li et al., 2022). These insights position turnover intention as a key outcome variable linking technostress, work engagement, and PDFWA within the JD-R and COR frameworks.

Building on these perspectives, this study frames turnover intention not merely as an outcome but as a reflection of how employees navigate modern work pressures. Rather than treating it as a fixed response to dissatisfaction, the analysis considers turnover intention as a dynamic indicator of how digital work conditions shape employees' psychological connections with their organizations. This positioning allows the study to explore how technostress and work engagement interact within evolving patterns of work behavior in technology-dependent settings.

2.3. Work engagement

Work engagement was first conceptualized by Kahn (1990) as employees' physical, cognitive, and emotional involvement in their work. Schaufeli and Bakker (2004) later refined the construct into three core dimensions: vigor, dedication, and absorption, which together reflect an active and fulfilling work-related state of mind. Within the JD-R model, work engagement develops when job resources such as autonomy, social support, and opportunities for growth are sufficient to balance job demands (Bakker & Demerouti, 2007). Empirical studies consistently highlight that work engagement improves performance, reduces burnout, and strengthens organizational loyalty (Bas & Çınar, 2021). More importantly, work engagement has been identified as a key protective factor against turnover intention, as it fosters employees' emotional attachment and sense of meaning at work (Li et al., 2022). In this study, work engagement is examined as a potential mediator explaining how technostress, as a job demand, may translate into turnover intention. It is also considered a psychological resource that may reduce employees' turnover intention in hybrid work settings.

Building on this conceptual grounding, the present study views work engagement as a dynamic state shaped by employees' interpretations and responses to technological demands. Work engagement is understood here not solely as a reaction to favorable conditions, but as a reflection of employees' active adaptation within a digital work environment. This stance allows the study to recognize that technostress may coexist with engagement when individuals perceive technological challenges as meaningful or growth-oriented, highlighting the importance of context and perception in explaining this relationship.

2.4. Perceived disadvantages of flexible work arrangements

PDFWA in this study refer to employees' perceptions of flexible work arrangements implemented within their organizations. Rather than representing the objective availability of flexibility policies, the construct captures employees' subjective evaluations of how flexibility is experienced in their work context, including when, where, and how work tasks are performed (Çivilidağ & Durmaz, 2024; Jiejing et al., 2024). Such flexibility may include telework, flexible scheduling, or hybrid work arrangements.

PDFWA represents a broader organizational practice that can generate both advantages and challenges for employees. Consistent with Gašić and Berber (2023), this study adopts a framework that captures employees' attitudinal evaluations, both positive and negative, toward flexible work arrangements implemented by their organizations. Prior research has shown that such arrangements can enhance employee engagement and reduce turnover intention by improving work-life balance and perceived organizational support (Çivilidağ & Durmaz, 2024; Gašić & Berber, 2023).

Beyond these benefits, the role of PDFWA is context-dependent: flexibility can help employees cope with technological demands and mitigate technostress when properly supported, but it may also create isolation or coordination issues if poorly managed (Jiejing et al., 2024; Saleem & Malik, 2023). Rather than assuming a purely positive or autonomy-driven role, PDFWA is viewed as an organizational condition whose effects depend on how employees perceive and experience it in hybrid work environments, particularly among Generation Z employees.

2.5. Relationship between technostress and turnover intention

Based on the COR Theory, technostress drains an individual's psychological resources, causing emotional exhaustion and increasing turnover intention (La Torre et al., 2019). A study by Califf et al. (2020) showed that technostress leads to emotional, physical, and mental exhaustion, contributing to turnover intention, especially in the education and healthcare sectors. The use of Health Information Technology (HIT) in the healthcare industry, for example, is a primary source of stress for employees, ultimately increasing the intention to leave the organization (Califf et al., 2020). More recent studies also confirm this pattern. For example, Boursakis et al. (2023) showed that technostress in educational settings significantly contributes to employees' withdrawal and turnover intentions. Similarly, Pansini et al. (2023) positioned technostress within the JD-R framework as a de-

manding factor that depletes resources, thereby increasing strain and exit intention. However, other findings suggest that the strength of this relationship may vary with contextual factors such as organizational support and flexibility (Saleem & Malik, 2023). Harris et al. (2022) also emphasized that technostress can reduce job satisfaction and productivity, ultimately increasing turnover intention.

Building upon these theoretical foundations, this study approaches the relationship between technostress and turnover intention as a dynamic process rather than a fixed causal link. The analysis acknowledges that the extent to which technostress leads to withdrawal may depend on employees' perceptions and management of technological demands within their specific work contexts. By positioning technostress as a psychological condition that both reflects and shapes employees' adaptation to digital work, this study emphasizes the importance of understanding turnover intention as part of a broader resource management process within modern organizations.

H1: Technostress is positively related to turnover intention.

2.6. Relationship between technostress and work engagement

Technostress is widely conceptualized as a job demand within the JD-R framework that drains employees' psychological resources and reduces their ability to remain engaged (Schaufeli & Bakker, 2004). Dimensions such as techno-overload and techno-invasion exacerbate stress, leading to lower motivation and decreased engagement (Molino et al., 2020). From the COR perspective, continuous resource depletion driven by digital demands makes it difficult for employees to maintain high levels of work engagement. Nevertheless, some recent studies have shown that technostress can also serve as a challenge, encouraging employees to improve their digital mastery and, in certain cases, enhancing engagement (Tarafdar et al., 2010). This discrepancy between theoretical expectations and empirical findings highlights the need for further testing of this relationship. Therefore, although the hypothesis is formulated as negative in line with the JD-R and COR perspectives, previous evidence suggests that the relationship can also turn positive under certain conditions.

Building on these considerations, this study acknowledges that the direction of the technostress-engagement relationship may vary across contexts, reflecting differences in how employees interpret and respond to technological demands. Rather than viewing this inconsistency as a contradiction, it is approached as an opportunity to reexamine the established theoretical assumptions in a changing digital work environment. This perspective positions the study to contribute

a more nuanced understanding of how technostress shapes engagement under evolving patterns of technology use.

H2: Technostress is negatively related to work engagement.

2.7. The mediating effect of work engagement

Technostress increases job demands, drains psychological energy, and decreases work engagement (Schaufeli & Bakker, 2004). Work engagement is a key factor in reducing turnover intention because employees who are more emotionally and cognitively engaged are more satisfied with their jobs and are more likely to stay in the organization (May et al., 2004). A study (Tarafdar et al., 2010) found that employee perceptions of technology as a burden, such as techno-overload and techno-invasion, were negatively related to work engagement, ultimately strengthening turnover intention.

Building on these insights, this study positions work engagement as the psychological link that translates the effects of technostress into behavioral outcomes. Rather than treating engagement solely as a consequence, it is viewed as an active process through which employees interpret and respond to technological pressures. This perspective allows for a more comprehensive understanding of how technostress influences turnover intention – not directly, but through shifts in employees' motivational and emotional connections to their work.

H3: Work engagement mediates the effects of technostress on turnover intention.

2.8. Relationship between work engagement and turnover intention

Work engagement plays a vital role in reducing turnover intention because employees with high engagement tend to be more satisfied with their jobs and less likely to leave the organization (Harter et al., 2002). Studies also discovered that work engagement significantly reduces psychological stress that can trigger turnover intention, such as burnout and job dissatisfaction (Gupta & Shaheen, 2017).

In this study, work engagement is conceptualized as a psychological condition that reflects employees' connections to their work and organization. Engagement is not only viewed as a positive experience but also as a stabilizing element within the broader JD-R process. This approach allows the study to interpret turnover intention through employees' internal motivation and sense of attachment, emphasizing the theoretical link between engagement and retention without relying on external situational factors.

H4: Work engagement is negatively related to turnover intention.

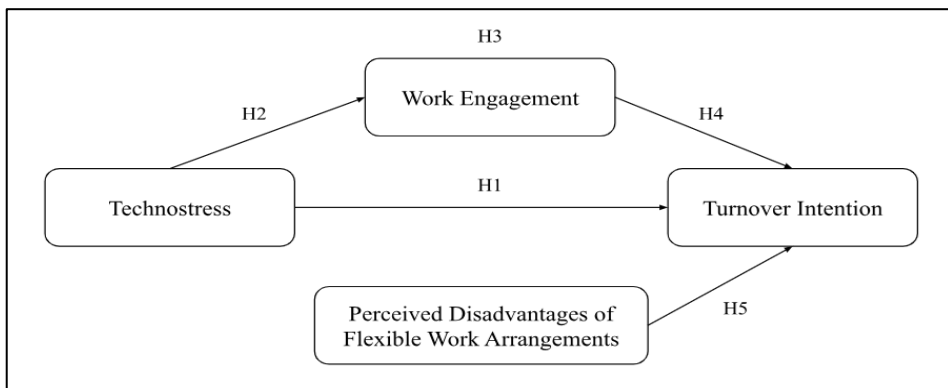
2.9. Relationship between perceived disadvantages of flexible work arrangements and turnover intention

PDFWA have become a key factor in determining employee retention, especially for younger generations such as Gen Z, who grew up in the digital era and have different work expectations than previous generations. Recent studies indicate that Generation Z values flexibility as a key factor in job choice and retention. Flexible work arrangements have been found to significantly influence Gen Z employees' work-life balance, job satisfaction, and intention to stay within an organization (Salem, 2025). Empirical evidence has shown that providing flexibility through hybrid or work-from-home arrangements significantly enhances employee satisfaction and retention. Bloom et al. (2024) found that hybrid work increased job satisfaction and reduced resignation rates without harming performance. Conversely, the absence of flexibility can lead employees, particularly from younger generations such as Gen Z, to seek alternative opportunities that better meet their expectations for a work-life balance, autonomy, and digital connectedness. These findings suggest that PDFWA is not merely a contextual factor but also a key determinant of turnover intention and employee loyalty.

In this study, PDFWA are interpreted as employees' perceived experiences and evaluations of flexible work arrangements within their organizations. Rather than representing the objective availability of flexibility policies, the construct reflects how employees perceive and experience flexibility in their daily work context. Through this lens, the link between PDFWA and turnover intention is understood as part of a broader transformation in how commitment, satisfaction, and loyalty are formed within contemporary workplaces.

H5: PDFWA are positively related to turnover intention.

Figure 1. Conceptual framework



Source: Authors' own elaboration.

The theoretical framework presented in Figure 1 was developed to test the proposed research hypotheses. In the model, H1, H2, H4, and H5 represent the direct relationships among the variables, while H3 represents the indirect relationship between technostress and turnover intention through work engagement.

3. Research methodology

3.1. Methods, samples, and data collection

This study employed a quantitative cross-sectional design, collecting data at a single point in time. It also examined the effect of technostress and PDFWA on turnover intention among Generation Z employees working in hybrid arrangements, with work engagement examined as a potential mediator.

The research framework was grounded in the JD-R model and COR theory. The JD-R model suggests that high job demands (e.g., technostress) may drain employees' mental and physical resources and increase strain (Bakker & Demerouti, 2007). The COR theory posits that perceived threats to valued resources can trigger exhaustion and withdrawal-related outcomes, including turnover intention (Kim & Sohn, 2024).

The population consisted of Generation Z employees, defined as individuals born between 1997 and 2012, in Indonesia who worked under hybrid arrangements. Purposive sampling was used with the following inclusion criteria: (1) Generation Z membership, (2) being aged 18 years or above, (3) having at least six months of work experience, and (4) currently working in a hybrid arrangement. Participation in the study was voluntary. Prior to completing the questionnaire, respondents were informed about the purpose of the study and provided informed consent. All responses were collected anonymously and treated confidentially. The inclusion of only adult participants ensured that the final analytical sample complied with the study's ethical requirements regarding participant age.

The data were collected via an online survey distributed through Kudata, an Indonesian digital data collection platform that supports targeted distribution and response tracking. The survey was administered between January and February 2025 and disseminated through social media platforms, professional communities, and work networks. Of 400 distributed questionnaires, 235 valid responses were obtained (response rate = 58.75%). The sample size was considered adequate for a PLS-SEM analysis.

A pilot test ($n = 47$) was conducted prior to the main survey to assess the instrument's initial reliability and validity, evaluate item performance, and refine item wording and clarity. The pilot test results indicated satisfactory internal

consistency across all constructs, with Cronbach's alpha values exceeding the recommended threshold of 0.70. Based on these results, minor refinements were made to the item wording and clarity before the main survey was administered.

3.2. Measurement of variables

The research instrument consisted of four main constructs: technostress, turnover intention, work engagement, and PDFWA. All constructs were measured using a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree), with items adapted from validated standardized scales.

The study measured various factors using established scales. Technostress was assessed using a scale developed by Tarafdar et al. (2010) and modified by Califf and Brooks (2024), which covered five dimensions: techno-overload, techno-invasion, techno-complexity, techno-insecurity, and techno-uncertainty. The scale included 20 items. Turnover intention was measured using the Mobley et al. (1978) scale, a widely used tool in contemporary studies (Memon et al., 2021), comprising five items. Work engagement was assessed using the Schaufeli and Bakker (2004) scale, which comprised five items that assessed the psychological and emotional aspects of employee engagement (Li et al., 2022). PDFWA was measured using the scale developed by Albion (2004) and expanded by Gašić and Berber (2023), comprising nine items. In this study, PDFWA refers to employees' subjective evaluations of flexible work arrangements rather than the objective availability of flexibility policies.

In the final measurement model, the indicators were retained based on their theoretical relevance to the hybrid work context and empirical adequacy in the PLS-SEM evaluation. In the final measurement model, PDFWA7 and PDFWA8 were not retained because their wording reflected perceived benefits of flexible work arrangements rather than perceived disadvantages. Therefore, the final PDFWA construct was represented by seven indicators: PDFWA1–PDFWA6 and PDFWA9. The full questionnaire is provided in Appendix (Table 4). The indicators retained in the final measurement model, along with their outer loadings, are reported in Appendix (Table 5).

3.3. Research model

A data analysis was conducted in stages using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 3 to test the proposed hypotheses and ensure the validity and reliability of the research model (Hair et al.,

2017). Detailed PLS-SEM criteria are provided in Appendix (Table 3). The analysis began with an examination of respondents' characteristics, including their age, gender, length of employment, industry sector, and hybrid work patterns, to provide contextual understanding of the research sample and support interpretation of the findings.

The common method variance was assessed using Harman's single-factor test (Podsakoff et al., 2003). The measurement model was evaluated for internal consistency, convergent validity, and discriminant validity in accordance with the established PLS-SEM guidelines. The outer loadings are reported in Appendix (Table 5). The construct reliability and AVE are provided in Appendix (Table 6). The discriminant validity (HTMT) is shown in Appendix (Table 7).

The structural relationships were assessed using a bootstrapping procedure in SmartPLS with 5,000 resamples. The path coefficients, t-statistics, and p-values were used to evaluate the proposed hypotheses. Because all hypotheses were formulated directionally, the statistical significance was evaluated using one-tailed tests ($\alpha = 0.05$). For directional hypotheses, one-tailed significance tests were interpreted according to the hypothesized direction; effects observed in the opposite direction were treated as not supported.

4. Research findings

This section presents the study's empirical results. It begins with a description of the respondents' demographic characteristics, followed by an assessment of the common method variance. Next, the measurement model evaluation is reported to establish reliability and validity, and the section concludes with the structural model results and hypothesis testing based on the PLS-SEM bootstrapping procedure.

4.1. Research sample characteristics

This study involved 235 respondents from Generation Z, namely individuals born between 1997 and 2012. All respondents worked in a modern, flexible work system, such as hybrid and work from anywhere (WFA) arrangements. The diversity of respondents' demographic backgrounds is important for describing the social and professional contexts of the population studied. The demographic characteristics of the respondents are shown in Table 1.

Table 1. Demographic characteristics of respondents

Demographics	Frequency (n)	Percentage (%)
Age		
18 years old	3	1.28%
19 years old	8	3.40%
20 years old	9	3.83%
21 years old	10	4.26%
22 years old	23	9.79%
23 years old	25	10.64%
24 years old	30	12.77%
25 years old	43	18.30%
26 years old	29	12.34%
27 years old	26	11.06%
28 years old	29	12.34%
Work pattern		
Combination of WFO & WFH (Hybrid)	160	68.09%
Work from anywhere (WFA)	75	31.91%
Gender		
Male	117	49.79%
Female	118	50.21%
Length of time working		
6 months – < 1 year	90	38.30%
1 year – 3 years	96	40.85%
4 years – 6 years	41	17.45%
> 6 years	8	3.40%
Employment sector		
Information technology	65	27.66%
Finance or banking	32	13.62%
FMCG	1	0.43%
Transportation and logistics	19	8.09%
Manufacturing	19	8.09%
Health	19	8.09%
Creative and media	25	10.64%
Education	17	7.23%
Tourism or hospitality	11	4.68%
Retail	16	6.81%
Agriculture	1	0.43%
Government	6	2.55%
Freelance	1	0.43%
Mining	1	0.43%
Others	2	0.85%
Domicile		
Jabodetabek	147	62.55%
Java non-Jabodetabek	62	26.38%
Non-Java	26	11.06%

Source: Authors' own elaboration based on questionnaire survey data.

In terms of age, the majority of respondents fall within the 22 to 28-year-old range, indicating that most participants are in the early stages of their professional careers. The largest proportion is represented by respondents aged 25 years (18.30%), followed by those aged 24 years (12.77%). In contrast, younger respondents aged 18-21 are present in smaller proportions, suggesting that the sample largely consists of individuals who have entered a more active and relatively stable phase of employment.

Regarding gender distribution, the composition of respondents is relatively balanced, with 50.21% female and 49.79% male participants. This indicates that participation in the hybrid work system among Generation Z is fairly equal across genders, thereby reducing potential gender bias in the findings.

In terms of work patterns, most respondents (68.09%) are engaged in a hybrid working arrangement, combining work from the office (WFO) and work from home (WFH). Meanwhile, 31.91% of respondents adopt a more flexible work from anywhere (WFA) scheme. This distribution reflects the growing adoption of flexible work systems, particularly among Generation Z, who are generally more accustomed to digital work environments.

The respondents' work experience further confirms that most are in the early stages of their careers. Approximately 38.30% of respondents have between six months and less than one year of work experience, while 40.85% have worked between one and three years. A smaller proportion of respondents have longer tenure: 17.45% have four to six years of experience, and only 3.40% have more than six years. This indicates that the sample is dominated by early-career employees who may be more sensitive to workplace conditions and technological demands.

Variations are also observed across employment sectors. The information technology sector accounts for the largest proportion of respondents (27.66%), followed by finance or banking (13.62%) and creative and media industries (10.64%). Other sectors, such as transportation and logistics, manufacturing, health, and education, are also represented, albeit with smaller proportions. This diversity suggests that Generation Z is distributed across a wide range of industries while maintaining a strong presence in technology-oriented fields.

Regarding domicile, most respondents are located in urban areas, particularly Jabodetabek, which accounts for 62.55% of the sample. This region is widely recognized as the center of economic and technological activity in Indonesia. Additionally, 26.38% of respondents reside in other areas within Java (non-Jabodetabek), while 11.06% are located outside Java. This distribution indicates that hybrid work practices are not only concentrated in major metropolitan areas but have also extended to broader regions.

Overall, the demographic profile supports the relevance of this study in examining technostress and work-related outcomes among young Indonesian workers in hybrid work contexts. The respondents reflect key characteristics of Generation Z employees, including early-stage career development and participation in flexible work arrangements. However, because the data were collected through an online survey distributed via the Kudata platform, the sample may include a higher concentration of respondents from urban areas such as Jabodetabek. This distribution suggests the possibility of self-selection and urban participation bias, as individuals who are more digitally engaged and geographically concentrated in cities may have been more likely to participate. Nevertheless, the inclusion of respondents from various sectors and regions provides useful contextual insights into Indonesia's Generation Z workforce within hybrid work arrangements.

4.2. Common method variance

To address any potential methodological bias, the common method variance (CMV) was assessed prior to hypothesis testing using Harman's single-factor test (Podsakoff et al., 2003). The results indicated that no single factor accounted for the majority of the variance, suggesting that CMV was not a serious concern in this study.

4.3. Measurement model assessment

Following the assessment of common method variance, the measurement model was evaluated to ensure adequate reliability and validity before testing the structural relationships. The evaluation focused on internal consistency, convergent validity, and discriminant validity in accordance with the established PLS-SEM guidelines. The results indicate that all constructs demonstrate satisfactory measurement quality. The indicator loadings for the retained items are reported in Appendix (Table 5). Construct reliability and convergent validity (Cronbach's alpha, composite reliability, and AVE) are presented in Appendix (Table 6). Discriminant validity was evaluated using the HTMT criterion, with detailed HTMT values provided in Appendix (Table 7). Collinearity was assessed using variance inflation factor (VIF) values, which are provided in Appendix (Table 9), while model explanatory power was evaluated using R^2 values presented in Appendix (Table 8).

4.4. Structural model and hypothesis testing

After establishing the adequacy of the measurement model, the structural model was evaluated using the PLS-SEM approach to examine the hypothesized relationships among the constructs. The results of the structural model analysis are summarized in Table 2 and visualized in Appendix (Figure 2), which shows the path analysis results and path coefficients for each relationship tested in the model.

Table 2. Hypothesis testing results (one-tailed significance)

Hypothesis	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	95% bootstrap CI (LLCI)	95% bootstrap CI (ULCI)
H1: Technostress → turnover intention	0.529	0.524	0.094	5.640	0.000	0.369	0.680
H2: Technostress → work engagement	0.197	0.201	0.087	2.269	0.012	0.042	0.329
H3: Technostress → work engagement → turnover intention	-0.012	-0.012	0.008	1.543	0.061	-0.026	0.000
H4: Work engagement → turnover intention	-0.063	-0.063	0.029	2.148	0.016	-0.110	-0.015
H5: Perceived disadvantages of flexible work arrangements → turnover intention	0.365	0.371	0.095	3.855	0.000	0.216	0.526

Source: Authors' own elaboration from SmartPLS output.

The results indicate that technostress has a positive and significant effect on turnover intention ($\beta = 0.529$, $p = 0.000$), supporting H1. Technostress also shows a positive and significant relationship with work engagement ($\beta = 0.197$, $p = 0.012$), which contradicts the originally hypothesized negative direction. Therefore, H2 is not supported. Furthermore, work engagement demonstrates a significant negative effect on turnover intention ($\beta = -0.063$, $p = 0.016$), supporting H4.

The indirect effect analysis shows that the effect of technostress on turnover intention through work engagement is not statistically significant ($\beta = -0.012$, $p = 0.061$), as the p-value exceeds the 0.05 threshold and the confidence interval includes zero. Therefore, H3 is not supported, and no mediation effect is confirmed. In addition, perceived disadvantages of flexible work arrangements exhibit a direct and significant positive relationship with turnover intention ($\beta = 0.365$, $p = 0.000$), supporting H5.

Overall, three hypotheses (H1, H4, and H5) are supported, while H2 and H3 are not supported. Specifically, H2 is not supported because the observed effect is positive, contrary to the hypothesized negative direction, and H3 is not supported due to the non-significant indirect effect. These findings highlight the important roles of technostress, work engagement, and PDFWA in explaining turnover intention.

5. Discussion

This study provides a comprehensive understanding of the relationships among technostress, work engagement, PDFWA, and turnover intention among Generation Z employees in hybrid work environments. The findings indicate that technostress has a direct positive effect on turnover intention, which is consistent with prior studies showing that technostress increases withdrawal behaviors and exit intentions (Bourlakis et al., 2023; Pansini et al., 2023; La Torre et al., 2019). This result also aligns with the COR theory (Hobfoll, 1989), suggesting that sustained technological demands deplete employees' psychological resources, thereby increasing their likelihood of considering turnover. In this sense, the present findings reinforce previous evidence that technostress functions as a resource-draining demand in digitally intensive work environments.

Unexpectedly, technostress was positively associated with work engagement, contrary to the original hypothesis. While the JD-R Model generally posits that job demands reduce engagement (Bakker & Demerouti, 2007; Schaufeli & Bakker, 2004), this result is consistent with arguments suggesting that technostress may also function as a challenge stressor under certain conditions (Tarafdar et al., 2010). As discussed in the literature review, recent research indicates that digital demands can stimulate learning and mastery when employees possess adequate competence and autonomy (Molino et al., 2020). Thus, for Generation Z employees who are highly accustomed to digital technologies, technostress may not solely represent strain but may also be interpreted as a motivating challenge. This finding contributes to the ongoing discussion regarding the dual role of technostress in contemporary work settings.

The mediation analysis did not provide sufficient evidence for a mediating role of work engagement in the relationship between technostress and turnover intention. This suggests that, in this sample, technostress was associated with turnover intention mainly through its direct effect, while the indirect pathway through work engagement was not strong enough to establish a mediation effect. Nevertheless, work engagement remains relevant as a psychological resource because it was negatively associated with turnover intention.

Consistent with previous research (Harter et al., 2002; Gupta & Shaheen, 2017), work engagement was found to have a significant negative effect on turnover intention. Employees who experience higher levels of vigor, dedication, and absorption are less likely to consider leaving their organizations. This reinforces the argument that engagement functions as a stabilizing resource even in hybrid and digitally mediated work arrangements.

Finally, PDFWA was positively related to turnover intention. Interpreted as employees' subjective evaluations of flexible work arrangements, this result may reflect perceived inconsistencies or misalignment between flexibility arrangements and employee expectations. This result contrasts with studies showing that flexibility enhances satisfaction and retention (Bloom et al., 2024; Gašić & Berber, 2023), but it may reflect a context in which flexibility arrangements are perceived as inconsistent or misaligned with employee expectations. As suggested by prior research, flexible arrangements can generate both benefits and challenges depending on how they are managed (Jiejing et al., 2024; Saleem & Malik, 2023). For Generation Z employees, unmet expectations regarding autonomy and work-life balance may contribute to increased turnover intention.

Overall, the findings indicate that technostress, work engagement, and PDFWA are associated with turnover intention in ways that are consistent with, yet contextually nuanced from, established JD-R and COR frameworks.

6. Conclusions

This study examined the relationships among technostress, work engagement, PDFWA, and turnover intention among Generation Z employees working in hybrid environments. The findings indicate that technostress has a direct positive effect on turnover intention, supporting the COR perspective that sustained technological demands can deplete employees' psychological resources and increase their withdrawal intentions. At the same time, technostress was found to be positively related to work engagement, suggesting that for Generation Z employees, digital demands may function not only as hindrance stressors but also as challenge-oriented demands that stimulate engagement and adaptation.

The results further indicate that work engagement did not operate as a statistically confirmed mediator in the relationship between technostress and turnover intention. Nevertheless, work engagement was negatively associated with turnover intention, reinforcing its protective role in hybrid work settings. This suggests that engagement may help reduce employees' intention to leave as an independent protective factor, although it did not explain the relationship between technostress and turnover intention through a statistically significant indirect effect. In addition,

PDFWA showed a direct positive association with turnover intention, indicating that inconsistencies or unmet expectations regarding flexibility arrangements may contribute to employees' intentions to leave.

Overall, the findings suggest that the effects of technostress, engagement, and PDFWA operate through context-dependent mechanisms shaped by hybrid work arrangements and generational characteristics. This study suggests that job demands and motivational resources may function differently within digitally intensive environments, as technostress was positively related to both turnover intention and work engagement, while the proposed mediation through work engagement was not confirmed. In this way, the study contributes to refining the JD-R and COR perspectives in the context of contemporary hybrid work systems.

From a practical standpoint, organizations should recognize that technostress does not automatically undermine engagement among Generation Z employees. When supported by digital competence development and meaningful work designs, technological demands may foster engagement rather than solely generate strain. At the same time, flexibility policies should be carefully designed and clearly communicated, as misalignment between the expected and actual flexibility arrangements may unintentionally increase turnover intentions.

Despite these contributions, several limitations should be acknowledged. The focus on Generation Z employees in hybrid settings may limit generalizability to other generations or traditional work contexts. The reliance on self-reported data may also introduce a measurement bias. Furthermore, although this study examined work engagement as a potential mediating mechanism, the mediation effect was not statistically confirmed. Future studies may consider additional factors, such as job satisfaction, perceived organizational support, or leadership style, to further explain turnover intentions.

Future research may extend this model by incorporating additional psychological and organizational variables, conducting cross-generational or cross-cultural comparisons, and employing longitudinal designs to capture better the dynamic effects of technostress and PDFWA in evolving hybrid work environments.

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Conflict of interest

The authors declare that there is no conflict of interest.

Author contributions

Diva Aldira Wijaya – 25% (research concept and design, collection and/or assembly of data, data analysis and interpretation, writing the article, critical revision of the article).

Alvania Artamevia – 25% (research concept and design, collection and/or assembly of data, data analysis and interpretation, writing the article, critical revision of the article).

Cathrine Nathania Cahyadi – 25% (research concept and design, collection and/or assembly of data, data analysis and interpretation, writing the article, critical revision of the article).

Anita Maharani – 25% (final approval of the article).

Ethics statement

This study involved human participants. Participation was voluntary and anonymous, and informed consent was obtained before participation. According to applicable institutional and national regulations (BINUS University), formal ethical approval was not required for this type of study.

Data availability statement

The data supporting the findings of this study are not publicly available due to ethical or confidentiality constraints, but are available from the corresponding author upon reasonable request.

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Appendix

Table 3. Key criteria for PLS-SEM analysis

Stage	Criterion	Indicator/test	Threshold	Source
Reliability	Internal consistency	Cronbach’s Alpha, composite reliability (CR)	≥ 0.70	Hair et al. (2017)
Convergent validity	Variance extracted	Average variance extracted (AVE)	≥ 0.50	Fornell & Larcker (1981)
Discriminant validity	Construct distinction	Heterotrait–monotrait ratio (HTMT)	HTMT < 0.90	Henseler et al. (2015)
Collinearity	Multicollinearity	Variance Inflation Factor (VIF)	< 5.0	Hair et al. (2017)
Structural model	Explanatory power	R ²	Interpreted as weak, moderate, or substantial depending on context	Hair et al. (2019)
Hypothesis testing	Significance	p-values based on bootstrapping (5,000 subsamples)	p < 0.05 indicates significance	Hair et al. (2017)

Table 4. Questionnaire

Variable	Dimension	Item	Measurement
1	2	3	4
Technostress (Califf & Brooks, 2024)	Techno-overload	TOV1	I feel forced by technology to work faster.
		TOV2	I feel forced by technology to do more work than I can handle.
		TOV3	I feel forced by technology to work on a very tight time schedule.
		TOV4	I was forced to change my work habits to adapt to new technologies.
		TOV5	I have a heavier workload due to the increasing complexity of technology.
	Techno-invasion	TINV1	I spend less time with my family because of this technology.
		TINV2	I have to stay connected to my work even when I’m on vacation because of technology.
		TINV3	I have to sacrifice vacation time and weekends to keep up with new technology.
		TINV4	I feel like technology is disrupting my personal life.
	Techno-complexity	TCO1	I don’t know enough about technology to handle my job adequately.
		TCO2	It takes me a long time to understand and use new technology.
		TCO3	I don’t find enough time to learn and improve my technology skills.
		TCO4	I feel like the new recruits in this organization know more about computer technology than I do.
		TCO5	I often feel like new technology is too complex for me to understand and use.

Table 4 cont.

1	2	3	4
	Techno-insecurity	TINS1	I feel my job security being threatened by new technology.
		TINS2	I have to keep updating my skills so as not to be replaced by technology.
		TINS3	I feel threatened by coworkers who have newer technology skills.
		TINS4	I don't share my knowledge with coworkers for fear of being replaced.
		TINS5	I feel there is a lack of knowledge sharing among coworkers due to fear of being replaced.
	Techno-uncertainty	TUN2	There are constant changes to the computer software in our organization.
Work engagement (Li et al., 2022)	WE1	I feel like the work I do has meaning and purpose.	
	WE2	I am passionate about my work.	
	WE3	My work inspires me.	
	WE4	I feel energized when I work.	
	WE5	I often get carried away when I'm working.	
Turnover intention (Memon et al., 2021; Mobley et al., 1978)	TI1	I am considering quitting my current job to work for another company.	
	TI2	I sometimes feel the need to quit my current job.	
	TI3	I will probably look for a new job next year.	
	TI4	I assess that the possibility of leaving my current job within the next six months is quite high.	
	TI5	If things get any worse than they are now, I will quit this company.	
Perceived disadvantages of flexible work arrangements (Gašić, 2023)	PDFWA1	I cannot afford the loss of income that would result from adopting a flexible working arrangement.	
	PDFWA2	Flexible work arrangements don't work for me because it makes me feel less connected to the workplace.	
	PDFWA3	Cutting back on my hours will negatively impact my career advancement in this organization.	
	PDFWA4	People in my workplace often have a negative view of those who adopt flexible working arrangements.	
	PDFWA5	It is widely believed that people who adopt flexible working arrangements are less engaged in their work.	
	PDFWA6	People who adopt flexible working arrangements often miss important work events, such as meetings, training, or announcements.	
	PDFWA7	If I wasn't allowed to have a flexible work arrangement, I wouldn't be able to do my job.	
	PDFWA8	Flexible work arrangements help me balance life commitments	
	PDFWA9	I can't afford the wage loss that comes with most flexible work options.	

Figure 2. Structural model path analysis results

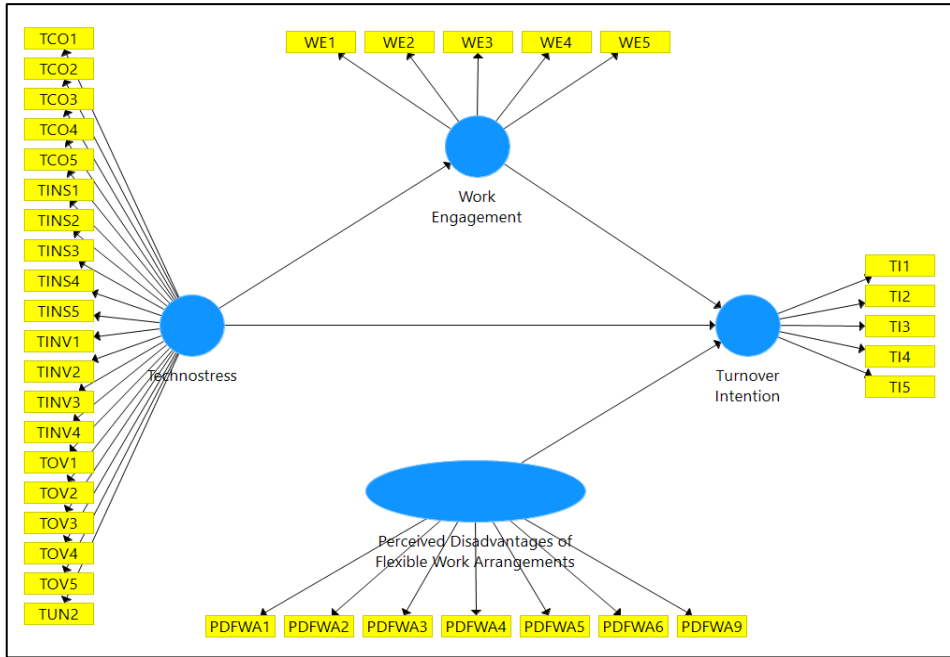


Table 5. Outer loadings of the final model

Variable	Code	Outer loadings
1	2	3
Technostress	TCO1	0.809
	TCO2	0.773
	TCO3	0.760
	TCO4	0.731
	TCO5	0.780
	TINS1	0.856
	TINS2	0.732
	TINS3	0.804
	TINS4	0.730
	TINS5	0.807
	TINV1	0.816
	TINV2	0.758
	TINV3	0.790
	TINV4	0.766
	TOV1	0.830
	TOV2	0.805
	TOV3	0.793
	TOV4	0.729
TOV5	0.838	
TUN2	0.694	

Table 5 cont.

<i>1</i>	<i>2</i>	<i>3</i>
Turnover intention	TI1	0.887
	TI2	0.814
	TI3	0.860
	TI4	0.865
	TI5	0.870
Work engagement	WE1	0.847
	WE2	0.799
	WE3	0.851
	WE4	0.744
	WE5	0.873
Perceived disadvantages of flexible work arrangements	PDFWA1	0.834
	PDFWA2	0.794
	PDFWA3	0.849
	PDFWA4	0.853
	PDFWA5	0.851
	PDFWA6	0.837
	PDFWA9	0.825

Table 6. Construct reliability and validity of the final model

Variable	Cronbach's Alpha	rho_A	Composite reliability	Average variance extracted (AVE)
Perceived disadvantages of flexible work arrangements	0.928	0.928	0.942	0.697
Technostress	0.966	0.967	0.969	0.610
Turnover intention	0.911	0.912	0.934	0.739
Work engagement	0.885	0.940	0.913	0.679

Table 7. Discriminant validity (Heterotrait-monotrait ratio) of the final model

Variable	Perceived disadvantages of flexible work arrangements	Technostress	Turnover intention	Work engagement
Perceived disadvantages of flexible work arrangements				
Technostress	0.883			
Turnover intention	0.870	0.872		
Work engagement	0.104	0.205	0.093	

Table 8. R-Square of the final model

Variable	R square	R square adjusted
Turnover Intention	0.722	0.719

Table 9. VIF values of the final model

Outer VIF Values				
Code		VIF		
PDFWA1				2.778
PDFWA2				2.106
PDFWA3				2.729
PDFWA4				2.926
PDFWA5				2.731
PDFWA6				2.735
PDFWA9				2.627
TCO1				3.829
TCO2				2.707
TCO3				2.977
TCO4				2.201
TCO5				2.907
TI1				3.047
TI2				2.165
TI3				2.920
TI4				2.774
TI5				2.853
TINS1				3.927
TINS2				2.848
TINS3				3.081
TINS4				2.500
TINS5				3.344
TINV1				3.783
TINV2				2.582
TINV3				3.115
TINV4				2.741
TOV1				4.344
TOV2				3.042
TOV3				3.226
TOV4				3.151
TOV5				4.445
TUN2				2.104
WE1				2.523
WE2				2.133
WE3				2.245
WE4				1.996
WE5				2.304
Inner VIF Values				
Variable	Perceived disadvantages of flexible work arrangements	Technostress	Turnover intention	Work engagement
Perceived disadvantages of flexible work arrangements			3.426	
Technostress			3.538	1.000
Turnover intention				
Work engagement			1.064	

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