

Understanding the Work Dynamics of Generation Z: The Role of Burnout in the Relationship Between Workload, Organizational Support, and Turnover Intention in the Hospitality Sector in Bali, Indonesia

I Putu Adi Pajar Kusuma Dinata^{1*}, I Gusti Ayu Agung Omika Dewi²

Universitas Pendidikan Nasional, Denpasar, Bali, Indonesia^{1,2}

adikusuma1709@gmail.com¹

ABSTRACT

The hospitality industry in Bali has experienced significant growth and increasingly relies on young workers, particularly Generation Z employees. However, the dynamic work environment, high service demands, and intense workload often create psychological pressure that may lead to burnout and increase employees' intention to leave their jobs. This study aims to analyze the influence of workload and organizational support on turnover intention with burnout as a mediating variable among Generation Z employees in the hotel and restaurant sector in Bali. This research employed a quantitative approach using a survey method. Data were collected through questionnaires distributed to Generation Z employees working in the hospitality industry. The sampling technique used purposive sampling, and the data were analyzed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method with the assistance of SmartPLS software. The findings indicate that workload has a positive influence on burnout and turnover intention, while organizational support has a negative influence on both burnout and turnover intention. In addition, burnout was found to significantly influence turnover intention. The results also reveal that burnout mediates the relationship between workload and turnover intention, as well as between organizational support and turnover intention. These findings highlight the important role of balancing job demands and organizational resources in maintaining employees' psychological well-being and reducing turnover intention. This study contributes to the development of the Job Demands–Resources (JD-R) theory by emphasizing the mediating role of burnout in explaining the relationship between workload, organizational support, and turnover intention among Generation Z employees. Practically, the findings suggest that organizations, particularly in the hospitality sector, should manage workload proportionally and strengthen organizational support to prevent burnout and improve employee retention.

Keywords: *Workload, Organizational Support, Burnout, Turnover Intention, Generation Z, Hospitality Industry*

1. Introduction

Generation Z refers to individuals born between 1997 and 2012 who grew up in an era characterized by rapid digital technological development. This condition has made Generation Z highly accustomed to the use of the internet, digital devices, and social media in daily life, which subsequently shapes their work characteristics to be more flexible, adaptive, and oriented toward speed and efficiency. In the workplace context, Generation Z demonstrates characteristics that differ from previous generations, such as being more open to change, prioritizing flexibility, and seeking meaning and opportunities for self-development in their work rather than focusing solely on financial compensation.

These characteristics lead Generation Z to have relatively high expectations regarding a supportive, balanced, and value-aligned work environment. When such expectations are not fulfilled—particularly in jobs characterized by high workload and limited organizational support—Generation Z employees tend to consider job mobility more quickly. Moreover,

Submitted : March 9, 2026, Accepted : May 21, 2026, Published: May 22, 2026

e-ISSN (2745-4606), p-ISSN (2745-4614)

<http://journal.al-matani.com/index.php/invest/index>

excessive job pressure may trigger burnout, especially considering that Generation Z tends to respond more sensitively to unfavorable work environments. As a result, this condition may increase turnover intention as a response to the mismatch between employees' expectations and the realities of their work environment.

Empirical data indicate that Generation Z represents a significant proportion of the workforce. According to the Indonesian Central Bureau of Statistics (BPS, 2021), Generation Z constitutes the largest population group in Indonesia, accounting for 27.94% or approximately 74.93 million people. As digital-native workers, they prioritize work–life balance, flexibility, and supportive workplace environments (Deloitte, 2024). However, various surveys also reveal that Generation Z is more vulnerable to stress and burnout due to high work pressure, which may lead to turnover intention or the desire to leave their jobs.

The vulnerability of Generation Z to work-related pressure is reflected in various empirical findings indicating high burnout levels among this age group. Burnout among Generation Z has been widely reported in empirical studies, particularly in the hospitality sector, which is characterized by demanding work conditions. One relevant study shows that Generation Z faces significant work pressure, contributing to emotional and mental exhaustion. The Deloitte Global Survey (2023), cited in Soares and Putri (2025), reveals that approximately 42% of Generation Z reported experiencing burnout, which subsequently encourages them to consider leaving their jobs. These findings indicate that burnout is a real issue experienced by young workers rather than merely a theoretical assumption. Therefore, the inclusion of burnout as a variable in this study is empirically justified, particularly in the context of Generation Z employees in the hospitality sector who face long working hours, service pressure, and high emotional demands.

This phenomenon is particularly evident in Bali Province, which serves as an international tourism hub and relies heavily on the hotel and restaurant industries as key pillars of the regional economy. Data from the Bali Provincial Statistics Office (BPS Provinsi Bali, 2024) show that the "Accommodation and Food Service Activities" sector contributes more than 50% to the regional Gross Domestic Product (GRDP) and represents the largest source of employment. Following the pandemic, the tourism sector has gradually recovered, with 5.2 million international tourist arrivals recorded in 2024. This recovery has significantly increased the demand for young workers. Generation Z now occupies various positions within the hospitality industry, including front service staff, baristas, waiters, kitchen staff, and digital marketing personnel who are required to demonstrate speed, creativity, and adaptability.

However, the nature of the hospitality industry—which demands speed, precision, and excellent service—often results in heavy workloads and emotional exhaustion among employees. Long working hours, customer pressure, and limited workforce capacity frequently lead young workers to experience stress and burnout. Meanwhile, Generation Z strongly expects flexibility and organizational attention toward employee well-being. Unfortunately, these expectations are not always fulfilled. Generation Z employees may be more prone to burnout when they perceive that organizations do not provide adequate support, such as opportunities for development, recognition, or attention to mental health.

The tendency of Generation Z to change jobs is also influenced by their orientation toward learning experiences and personal growth rather than long-term career stability. Global trends indicate that turnover intention among Generation Z is significantly higher compared to previous generations. The TriNet report (2025) entitled "*Gen Z on the Move*" reveals that approximately one in three Generation Z employees (around 33%) plan to change jobs within the next six months. This high mobility reflects Generation Z's tendency to leave jobs when the work environment does not align with their expectations, particularly regarding flexibility, emotional well-being, development opportunities, and supportive organizational culture. This fact highlights that Generation Z represents the workforce group most vulnerable to turnover

intention, making it crucial to understand the factors influencing such decisions, especially in high-pressure industries such as hospitality in Bali.

Turnover intention is also evident within the hotel and restaurant sector, which employs a large number of Generation Z workers. Research conducted by Narayana and Atidira (2025) in the tourism sector of Gianyar City indicates that turnover intention among Generation Z has become a serious concern for organizational sustainability. Their findings reveal that Generation Z employees in the hospitality sector show a relatively high tendency to leave their jobs, particularly when work–life balance, job engagement, and leadership style do not align with their expectations. This condition is further supported by a survey conducted by JakPat (2024), which shows that 69% of Generation Z workers in Indonesia intend to resign from their current jobs. Reports from Deloitte and Ernst & Young also indicate that the majority of Generation Z employees plan to change jobs within less than two years.

Previous studies have also identified Generation Z as the workforce group most susceptible to turnover intention. Nguyen et al. (2024) argue that Generation Z prioritizes work flexibility, work–life balance, and supportive organizational environments; when these expectations are unmet, their likelihood of seeking alternative employment increases significantly. Similarly, Ng (2023) found that Generation Z tends to have lower emotional attachment to organizations and is more willing to leave jobs that do not provide meaningful work, challenges, or clear opportunities for personal development.

Furthermore, Haris Sukandar et al. (2025) found that Generation Z experiences higher levels of burnout and turnover intention due to the mismatch between intensive job demands and their preference for psychological well-being. In the tourism industry context, Üngüren et al. (2024) emphasize that hotel and restaurant work environments characterized by high pressure accelerate work stress among young employees, including Generation Z, which ultimately leads to burnout and increased turnover intention. Similar findings were reported by Zhang et al. (2024), who demonstrated that young workers in the hospitality sector experience emotional exhaustion more quickly due to high workloads and fast service rhythms, making job switching a common response.

From a theoretical perspective, turnover intention is often preceded by psychological processes in which employees begin to consider leaving the organization voluntarily (Narpati et al., 2020). One major factor contributing to turnover intention is excessive workload. When job demands exceed employees' physical and mental capacities, stress and emotional exhaustion may occur (Dinata & Suhana, 2023). Studies by Üngüren et al. (2024) and Zhang et al. (2024) show that workload positively influences burnout and turnover intention in the hospitality sector. Similar findings were reported by Putri and Wardani (2022), who found that high workload reduces job satisfaction and increases turnover intention, particularly among young workers in the culinary sector.

In addition to workload, perceived organizational support (POS) plays a crucial role in influencing employees' psychological conditions and their intention to remain in the organization. Eisenberger et al. (1986) define organizational support as employees' perception that their contributions are valued and their well-being is cared for by the organization. Within the Job Demands–Resources (JD–R) Model (Demerouti et al., 2001), organizational support functions as a job resource that can reduce work pressure and prevent burnout and turnover intention. Empirical studies show that higher perceived organizational support reduces burnout and turnover intention (Ren et al., 2024; Zheng et al., 2024).

However, previous research findings regarding the role of organizational support remain inconsistent, particularly among Generation Z employees. Tran et al. (2025) found that organizational support does not always significantly reduce burnout among Generation Z, especially when this generation holds high expectations regarding work flexibility, meaningful work, and career development opportunities. Similarly, Khan et al. (2022) argued that

organizational support does not directly influence turnover intention but depends on psychological factors such as organizational commitment and employee engagement. These inconsistent findings indicate the existence of a research gap regarding the role of organizational support in reducing burnout and turnover intention among Generation Z, particularly in high-pressure industries such as hospitality.

In this context, burnout becomes a critical psychological mechanism explaining how job demands and organizational resources influence turnover intention. Burnout is often viewed as a mediating variable linking workload and turnover intention. Bui et al. (2022) and Kim and Park (2021) found that burnout mediates the relationship between workload and turnover intention, where excessive job demands lead to emotional exhaustion and eventually increase employees' intention to leave. Conversely, Zheng et al. (2024) demonstrated that organizational support can reduce burnout by improving employees' psychological well-being.

According to Maslach (2001), burnout consists of three main dimensions: emotional exhaustion, depersonalization, and reduced personal accomplishment. External factors such as social pressure, role conflict, and lack of rewards also contribute significantly to burnout (Caputo, 1991). Recent studies by Zhang et al. (2024) and Ren et al. (2024) found that young workers in the hospitality industry are particularly vulnerable to burnout due to high job demands, the need for recognition, and limited organizational support.

Considering the rapid growth of the hospitality industry in Bali and the increasing involvement of Generation Z in this sector, understanding the relationship between workload, organizational support, burnout, and turnover intention becomes increasingly important. Despite extensive studies on these variables, limited research has specifically examined the mediating role of burnout in explaining how workload and organizational support influence turnover intention among Generation Z employees in the hospitality sector of Bali. This gap highlights the need for further investigation.

Therefore, this study aims to analyze the influence of workload and organizational support on turnover intention through burnout as a mediating variable among Generation Z employees in the hospitality industry in Bali. The findings of this study are expected to contribute to the development of human resource management strategies that emphasize psychological well-being, employee retention, and sustainable tourism workforce management.

2. Literature Review

Job Demands–Resources (JD–R) Theory

This study is grounded in the Job Demands–Resources (JD–R) Model introduced by Demerouti et al. (2001), which serves as the primary theoretical framework for understanding working conditions, psychological strain, and employee behavior. In general, the JD–R model explains that workplace conditions can be understood through two main components, namely job demands and job resources, which subsequently influence employees' psychological states and work behaviors. One of the strengths of this model lies in its flexibility, allowing it to be adapted to different research contexts and variables.

In this study, job demands are represented by workload, which reflects the physical and mental demands that employees must handle in carrying out their work responsibilities. A high and continuous workload may lead to work pressure and the depletion of employees' physical and psychological energy. Meanwhile, job resources are represented by organizational support, which includes various forms of assistance, attention, and facilities provided by organizations to help employees accomplish their tasks and maintain work balance.

An imbalance between job demands and job resources can trigger psychological responses among employees. In this research, such psychological responses are represented by burnout as a mediating variable. Burnout is defined as a condition of emotional and mental

exhaustion that occurs when employees face high workloads without adequate organizational support. This psychological condition may subsequently influence employee work behavior, which in this study is reflected through turnover intention, defined as the tendency of employees to consider leaving their jobs voluntarily. Therefore, the JD–R Model is used to explain the relationship between workload and organizational support in influencing burnout, as well as its impact on turnover intention.

Empirical findings in recent years also support the relevance of the JD–R model. Luo et al. (2021) found that job demands positively influence burnout and turnover intention, whereas job resources reduce burnout and enhance work engagement. Ren et al. (2024) and Zhang et al. (2024) also showed that organizational support negatively affects burnout, while burnout significantly increases turnover intention. Magrone et al. (2024), through a JD–R-based study, emphasized that job demands increase cynicism and burnout; however, these effects can be reduced when organizations provide task support and recognition. Similar findings were reported by Galanis et al. (2024), who highlighted the critical role of organizational support in suppressing burnout and turnover intention. In addition, Scholze (2024) highlighted the growing relevance of the JD–R model in the post-pandemic work environment, where digital pressure and flexible work arrangements have increased burnout risks among young workers, including Generation Z.

Despite these findings, several studies report inconsistent results. Khan et al. (2022) found that workload does not always significantly affect turnover intention in the retail sector, while Tran et al. (2025) showed that organizational support does not significantly influence burnout among Generation Z when social pressure and career expectations are high. These inconsistencies indicate a research gap, particularly in the context of Generation Z employees in the hospitality sector in Bali, which is characterized by dynamic work conditions, high service expectations, and intense work rhythms.

Previous studies generally show that organizational support negatively influences burnout and turnover intention, while workload positively influences these variables (Ren et al., 2024; Zheng et al., 2024; Üngüren et al., 2024). However, empirical findings remain inconsistent. Tran et al. (2025) reported that among Generation Z employees with high career expectations and strong social pressure, organizational support does not significantly influence burnout levels. Meanwhile, Khan et al. (2022) found that workload does not always directly influence turnover intention but is mediated by employees' psychological conditions, such as organizational commitment. These inconsistencies suggest that the relationships among these variables still require further investigation.

Moreover, the role of burnout as a mediating variable in the relationship between workload, organizational support, and turnover intention has also produced mixed results. Some studies report that burnout significantly mediates these relationships (Bui et al., 2022; Kim & Park, 2021), whereas others suggest that alternative psychological variables, such as work engagement, may have stronger mediating effects. This situation indicates that the psychological mechanisms underlying turnover intention, particularly among Generation Z employees, still require deeper empirical examination.

Furthermore, studies specifically examining Generation Z employees in the hotel and restaurant industry in Baliremain limited. This sector is characterized by high work intensity, rapid service rhythms, and emotional pressure resulting from direct interaction with tourists. Therefore, this research aims to address this gap by re-examining the Job Demands–Resources (JD–R) Model within the context of Generation Z employees in Bali's hospitality industry, particularly in hotels and restaurants. This study analyzes the influence of workload as a job demand and organizational support as a job resource on turnover intention through burnout as a mediating variable. The findings are expected to contribute empirical insights that clarify previous inconsistencies while providing practical implications for organizations in designing

more effective human resource management strategies to reduce burnout and turnover intention among young workers in Bali's hospitality sector.

The Effect of Workload on Burnout

Workload refers to the physical and psychological demands placed on employees to complete tasks within a specific time frame. Within the framework of the Job Demands–Resources (JD–R) Model, workload is categorized as a job demand that requires continuous physical and mental effort from employees (Demerouti et al., 2001). When job demands exceed employees' capacity to cope with them, energy depletion occurs, leading to stress and emotional exhaustion. High workloads often reduce employees' ability to recover from work pressure, thereby increasing the risk of burnout. Employees who consistently face excessive workloads may experience emotional fatigue, reduced motivation, and diminished psychological well-being. Empirical studies have confirmed this relationship. Huang et al. (2020), Kim and Park (2021), and Üngüren et al. (2024) found that workload has a positive and significant effect on burnout among employees in service-oriented industries. In the hospitality sector, where employees must handle intensive service interactions, fluctuating workloads, and demanding customers, excessive workload can accelerate emotional exhaustion and psychological strain. This condition is particularly relevant for Generation Z employees, who often value work–life balance and psychological well-being more strongly than previous generations.

Based on the theoretical perspective of the JD–R Model and empirical evidence from previous studies, the following hypothesis is proposed:

H1: Higher workload leads to higher levels of burnout

The Effect of Organizational Support on Burnout

Organizational support, commonly referred to as Perceived Organizational Support (POS), reflects employees' perceptions that the organization values their contributions and cares about their well-being (Eisenberger et al., 1986). Within the JD–R Model, organizational support functions as a job resource that helps employees cope with job demands and reduces psychological strain. When employees perceive strong organizational support—such as recognition, fair treatment, and opportunities for development—they tend to experience lower levels of work stress and emotional exhaustion. Previous studies have consistently shown that organizational support negatively influences burnout. Ren et al. (2024) and Zheng et al. (2024) found that employees who perceive strong organizational support experience lower levels of burnout due to improved psychological well-being and increased coping capacity. However, several studies highlight that the effectiveness of organizational support may vary across different generational groups. Tran et al. (2025) found that among Generation Z employees, organizational support does not always significantly reduce burnout, particularly when employees' expectations regarding flexibility, meaningful work, and career development are not fulfilled. In some cases, organizational support that is perceived as overly formal or misaligned with employee needs may not effectively alleviate psychological pressure. Despite these inconsistencies, organizational support is still considered an important factor in reducing burnout because it provides employees with emotional, instrumental, and informational resources needed to manage job stress.

Therefore, the following hypothesis is proposed:

H2: Lower organizational support leads to higher levels of burnout

The Effect of Burnout on Turnover Intention

Burnout is a prolonged psychological response to chronic work stress characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment (Maslach &

Jackson, 1981). According to the JD–R Model, burnout emerges when employees fail to balance job demands with available resources, resulting in psychological strain and reduced job satisfaction. Employees who experience burnout tend to feel emotionally drained, disconnected from their work, and less committed to the organization. As burnout intensifies, employees are more likely to develop intentions to leave their jobs as a coping mechanism to escape unfavorable work conditions. Several empirical studies support the relationship between burnout and turnover intention. Kim and Park (2021), Zheng et al. (2024), and Galanis et al. (2024) found that burnout has a positive and significant effect on turnover intention. Employees who experience higher levels of emotional exhaustion are more likely to consider leaving their organizations. This relationship is particularly relevant in the hospitality industry, where high work pressure, long working hours, and emotional labor increase employees' vulnerability to burnout, which subsequently encourages turnover intention.

Based on these theoretical and empirical considerations, the following hypothesis is proposed:

H3: Higher burnout leads to higher turnover intention

The Effect of Workload on Turnover Intention

The relationship between workload and turnover intention can also be explained through the Job Demands–Resources (JD–R) Model (Demerouti et al., 2001). According to this model, excessive job demands consume employees' physical and psychological resources. When workload becomes excessive and exceeds employees' coping capacity, emotional strain and stress accumulate, increasing the likelihood of employees considering leaving their jobs. High workload may reduce job satisfaction, increase fatigue, and weaken employees' attachment to the organization. When employees perceive that their workload is unreasonable and unsupported by adequate organizational resources, they may develop intentions to seek alternative employment. Empirical studies have confirmed this relationship. Kim and Park (2021) and Zheng et al. (2024) found that excessive workload positively influences turnover intention, either directly or indirectly through burnout.

Thus, the following hypothesis is proposed:

H4: Higher workload leads to higher turnover intention

The Effect of Organizational Support on Turnover Intention

From the perspective of the Job Demands–Resources (JD–R) Model, organizational support acts as a job resource that can reduce employees' psychological strain and enhance their commitment to the organization. Employees who perceive strong organizational support are more likely to develop emotional attachment, job satisfaction, and loyalty toward the organization.

However, among Generation Z employees, organizational support may not always produce uniform outcomes. Generation Z employees tend to prioritize meaningful work, flexibility, and personal growth opportunities. When organizational support fails to align with these expectations, employees may still develop turnover intention despite the presence of organizational resources.

Tran et al. (2025) found that organizational support does not always effectively reduce turnover intention among Generation Z employees, whereas Khan et al. (2022) emphasized that the effectiveness of organizational support depends on employees' psychological compatibility with the organizational environment.

Despite these mixed findings, most studies conclude that insufficient organizational support increases employees' tendency to leave their organizations.

Therefore, the following hypothesis is proposed:

H5: Lower organizational support leads to higher turnover intention

The Mediating Role of Burnout in the Relationship Between Workload and Turnover Intention

The Job Demands–Resources (JD–R) Model suggests that excessive job demands may trigger burnout, which subsequently influences employees' behavioral outcomes. Burnout acts as a psychological mechanism that explains how high workloads translate into turnover intention. When employees experience emotional exhaustion caused by excessive workload, their motivation and engagement decline, leading to decreased organizational commitment and increased intention to leave the organization. In this sense, burnout functions as an intermediate mechanism linking job demands with turnover intention. Empirical studies support this mediating role. Kim and Park (2021) and Bui et al. (2022) found that burnout significantly mediates the relationship between workload and turnover intention. Similar findings were also reported by Effendi and Suharnomo (2023), Jyoti (2024), and Tran et al. (2025), indicating that excessive workload increases burnout, which subsequently encourages employees to leave their jobs.

Therefore, the following hypothesis is proposed:

H6: Burnout mediates the relationship between workload and turnover intention

The Mediating Role of Burnout in the Relationship Between Organizational Support and Turnover Intention

Organizational support plays a crucial role in helping employees cope with job demands and preventing emotional exhaustion. Within the JD–R framework, organizational support serves as a job resource that reduces burnout and enhances employees' psychological well-being. Employees who receive adequate support from their organizations—such as emotional assistance, work facilities, and constructive feedback—are better able to manage work stress and avoid burnout. Lower levels of burnout, in turn, reduce employees' intentions to leave their jobs. Tran et al. (2025) found that adequate organizational support functions as a protective factor that reduces burnout and turnover intention among Generation Z employees. Similarly, Jyoti (2024) emphasized that burnout syndrome and organizational commitment are closely related to turnover intention, and strong organizational support can suppress burnout while strengthening employee commitment. Based on the JD–R Model (Demerouti et al., 2001) and empirical evidence from previous studies, burnout is expected to mediate the relationship between organizational support and turnover intention.

Thus, the following hypothesis is proposed:

H7: Burnout mediates the relationship between organizational support and turnover intention

3. Methods

This study employed a quantitative research approach to examine the relationships between workload, organizational support, burnout, and turnover intention among Generation Z employees in the hospitality sector in Bali. According to Sugiyono (2020), a population refers to a generalization area consisting of objects or subjects with specific characteristics determined by researchers for analysis. The population of this study comprised all Generation Z employees working in the hotel and restaurant sectors in Bali, defined as individuals born between 1997 and 2005 (approximately 20–28 years old at the time of the study). The sample was selected using purposive sampling, a non-probability sampling technique that selects respondents based on predetermined criteria. The criteria included employees who (1) currently work in hotels or restaurants in Bali, (2) belong to Generation Z, (3) have at least six months of work experience, and (4) are willing to participate voluntarily in the research. The minimum sample size was determined based on the recommendation of Hair et al. (2021) for Partial Least Squares Structural Equation Modeling (PLS-SEM), which suggests a sample size of 5–10 times the

number of indicators. Since the research model consists of 14 indicators, the minimum required sample size was calculated as 140 respondents (10 × 14 indicators).

Data were collected using a structured questionnaire distributed online through Google Forms. The questionnaire used a five-point Likert scale ranging from strongly agree to strongly disagree to measure respondents' perceptions of workload, organizational support, burnout, and turnover intention (Sugiyono, 2019). The research instrument was developed based on indicators derived from established theories and previous studies and adapted to the context of Generation Z employees in the hospitality industry. The collected data were analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0 software. The analysis included the evaluation of the measurement model (outer model) through validity and reliability testing using outer loading, Average Variance Extracted (AVE), Composite Reliability, and Cronbach's Alpha, as well as the evaluation of the structural model (inner model) using VIF, R-square, and f-square values. Hypothesis testing was conducted using path coefficient analysis with t-statistics (>1.96) and p-values (<0.05) to determine the significance of both direct and indirect relationships among variables (Hair et al., 2017; 2019).

4. Results and Discussion

Respondent Characteristics

The characteristics of respondents in this study are based on data collected from 140 Generation Z employees who completed the online questionnaire distributed via Google Forms. The respondent profile includes gender, age, employment status, and the district/city where they work. The distribution of data indicates that respondents are predominantly male, which may be influenced by the characteristics of jobs in the hospitality sector that require high mobility, fast work rhythms, and flexible working hours. All respondents fall within the age range of 17–28 years and are employed as permanent employees, indicating that they possess relevant work experience to evaluate the variables examined in this study. In terms of workplace location, the majority of respondents are employed in Badung Regency, Gianyar Regency, and Denpasar City, which are the main centers of tourism and hospitality industry activities in Bali. This distribution reflects the high absorption of Generation Z workers in workplaces characterized by intensive service demands. These characteristics provide an important context for understanding the dynamics of workload, burnout, and turnover intention analyzed in this study, as presented in Table 4.1.

Table 1. Respondent Characteristics

No	Characteristics	Classification	Number of Respondents	Percentage
1	Gender	Male	98	70%
		Female	42	30%
2	Age	17–28 Years	140	100%
3	Occupation	Permanent Employee	140	100%
4	Work Location	Badung Regency	52	37.1%
		Gianyar Regency	29	20.7%
		Tabanan Regency	10	7.1%
		Buleleng Regency	6	4.3%
		Bangli Regency	8	5.7%
		Jembrana Regency	4	2.9%
		Karangasem Regency	3	2.1%
		Klungkung Regency	3	2.1%
		Denpasar City	25	17.9%

Source: Processed Primary Data, 2026

Based on Table 1, the majority of respondents are male employees (70%) aged 17–28 years (100%), and all respondents are permanent employees (100%), indicating that the data are dominated by young workers with relatively stable employment status. In terms of workplace location, most respondents work in Badung Regency (37.1%), followed by Gianyar Regency (20.7%) and Denpasar City (17.9%), while other regions such as Tabanan, Buleleng, Bangli, Jembrana, Karangasem, and Klungkung represent smaller proportions. These characteristics are important to consider because the majority of respondents come from urban tourism centers and hold permanent employment positions. Consequently, the findings of this study primarily reflect the perceptions of young Generation Z employees—particularly male workers—regarding the variables examined, including workload, burnout, and turnover intention.

Reflective Measurement Model Evaluation (Outer Model)

The measurement model in this study consists of a reflective measurement model involving both independent and dependent variables. According to Hair et al. (2021), the evaluation of a reflective model includes assessing outer loading values greater than 0.70, which indicate that the indicators have good capability in reflecting the latent constructs. Indicators with outer loading values between 0.40–0.70 may still be considered for retention if their removal does not significantly improve the reliability and validity of the construct.

Table 2. Instrument Validity Results (Outer Loading)

Variable	Item Code	Outer Loading	AVE
Workload	BK 1.1	0.857	0.665
	BK 1.2	0.873	
	BK 2.1	0.757	
	BK 2.2	0.848	
	BK 3.1	0.738	
	BK 3.2	0.797	
	BK 4.1	0.806	
	BK 4.2	0.836	
Burnout	BT 1.1	0.831	0.710
	BT 1.2	0.844	
	BT 2.1	0.875	
	BT 2.2	0.816	
	BT 3.1	0.852	
	BT 3.2	0.835	
Organizational Support	DO 3.2	0.747	0.642
	DO 1.1	0.781	
	DO 1.2	0.817	
	DO 2.1	0.826	
	DO 2.2	0.841	
	DO 3.1	0.836	
	DO 4.1	0.770	
	DO 4.2	0.786	
Turnover Intention	TI 1.1	0.832	0.735
	TI 1.2	0.866	
	TI 2.1	0.859	
	TI 2.2	0.872	
	TI 3.1	0.836	

TI 3.2	0.878
--------	-------

Source: Processed Data, 2026

Based on Table 3, all indicators for each variable have outer loading values ≥ 0.70 , indicating that the measurement model meets the convergent validity criteria. Although several indicators show values close to the minimum threshold, they remain within the acceptable range. According to Hair et al. (2021), indicators with outer loading values between 0.40–0.70 may still be retained if supported by strong theoretical justification and if their removal does not significantly increase the AVE or Composite Reliability values. In this study, all variables also show AVE values greater than 0.50, confirming convergent validity. Therefore, all indicators were retained for further analysis. Consequently, the measurement model can be considered valid and reliable, allowing the analysis to proceed to the inner model evaluation stage.

Reliability Test

Reliability testing was conducted by examining the Cronbach’s Alpha and Composite Reliability values. Indicators are considered reliable if the Cronbach’s Alpha value ≥ 0.70 and Composite Reliability ≥ 0.70 .

Table 3. Cronbach’s Alpha and Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)
Workload	0.928	0.933	0.941
Burnout	0.918	0.919	0.936
Organizational Support	0.920	0.924	0.935
Turnover Intention	0.928	0.930	0.943

Source: Processed Data, 2026

Based on Table 3, the Composite Reliability and Cronbach’s Alpha results indicate satisfactory values, as all latent variables exceed the threshold of 0.70. This result confirms that all constructs are reliable, meaning that the questionnaire used in this study is consistent and dependable as a research instrument.

Discriminant Validity Test

Discriminant validity evaluation aims to ensure that each variable in the research is conceptually distinct and empirically distinguishable through statistical testing. In models with reflective indicators, discriminant validity can be evaluated using the Heterotrait–Monotrait Ratio (HTMT) and cross-loading analysis.

HTMT measures the ratio of correlations between constructs, where lower values indicate clearer distinctions between variables. Meanwhile, cross-loading analysis evaluates whether each indicator has the highest correlation with its intended construct compared to other constructs.

Table 4. Discriminant Validity Test Results – HTMT

Construct Relationship	HTMT Value
Burnout ↔ Workload	0.544
Organizational Support ↔ Workload	0.080
Organizational Support ↔ Burnout	0.590
Turnover Intention ↔ Workload	0.542
Turnover Intention ↔ Burnout	0.748
Turnover Intention ↔ Organizational Support	0.610

Source: Processed Data, 2026

The HTMT threshold for acceptable discriminant validity is less than 0.90 as suggested by Hair et al. (2017). All HTMT values in this study fall below this threshold, indicating that discriminant validity has been achieved.

Table 5. Discriminant Validity Test Results – Cross Loading

Indicator	Workload	Burnout	Organizational Support	Turnover Intention
BK 1.1	0.857	0.420	-0.016	0.427
BK 1.2	0.873	0.540	-0.033	0.458
BK 2.1	0.757	0.425	-0.033	0.411
BK 2.2	0.848	0.396	-0.017	0.416
BK 3.1	0.738	0.324	-0.083	0.376
BK 3.2	0.797	0.406	-0.047	0.432
BK 4.1	0.806	0.333	0.008	0.322
BK 4.2	0.836	0.427	-0.085	0.434
BT 1.1	0.402	0.831	-0.480	0.590
BT 1.2	0.377	0.844	-0.474	0.581
BT 2.1	0.456	0.875	-0.493	0.595
BT 2.2	0.457	0.816	-0.409	0.558
BT 3.1	0.491	0.852	-0.425	0.586
BT 3.2	0.390	0.835	-0.476	0.588
DO 3.2	0.012	-0.384	0.747	-0.401
DO 1.1	-0.083	-0.457	0.781	-0.465
DO 1.2	-0.115	-0.445	0.817	-0.568
DO 2.1	-0.054	-0.431	0.826	-0.467
DO 2.2	-0.043	-0.520	0.841	-0.482
DO 3.1	0.031	-0.450	0.836	-0.468
DO 4.1	-0.002	-0.395	0.770	-0.411
DO 4.2	-0.026	-0.393	0.786	-0.361
TI 1.1	0.413	0.569	-0.470	0.832
TI 1.2	0.446	0.594	-0.531	0.866
TI 2.1	0.489	0.612	-0.454	0.859
TI 2.2	0.465	0.579	-0.432	0.872
TI 3.1	0.383	0.545	-0.467	0.836
TI 3.2	0.408	0.653	-0.573	0.878

The cross-loading results show that each indicator has a higher correlation with its respective construct than with other constructs. Therefore, all indicators meet the discriminant validity criteria based on cross-loading analysis. This indicates that each construct represents a distinct concept and there is no overlap between constructs.

Inner Model Evaluation

The inner model (structural model) evaluation in this study was conducted to analyze the relationships among latent constructs, namely Workload, Organizational Support, Burnout, and Turnover Intention, and to assess the model’s ability to explain the endogenous variables. The evaluation includes multicollinearity testing (VIF), coefficient of determination (R²), predictive relevance (Q²), and effect size (f²) to assess the strength and predictive capability of the model.

Multicollinearity Test (VIF)

Multicollinearity testing was conducted using the Variance Inflation Factor (VIF) to determine whether there are excessively strong relationships among exogenous variables. The acceptable threshold for VIF is less than 5, with a more conservative threshold of less than 3.3.

Table 6. VIF Test Results

Variable Relationship	VIF Value
Workload → Burnout	2.624
Workload → Turnover Intention	2.333
Organizational Support → Burnout	2.365
Organizational Support → Turnover Intention	2.333
Burnout → Turnover Intention	1.177

Source: Processed Data, 2026

All VIF values are below the acceptable thresholds, indicating that no multicollinearity issues exist in the structural model. Thus, each variable independently contributes to explaining turnover intention.

Goodness of Fit Test (R² and Q²)

Table 7. Goodness of Fit Results

Endogenous Variable	R ²	Adjusted R ²	Q ²
Burnout	0.532	0.526	0.370
Turnover Intention	0.604	0.596	0.435

The R² value for Burnout is 0.532, indicating that Workload and Organizational Support explain 53.2% of the variance, which falls within the moderate category. The Q² value of 0.370 (>0) indicates good predictive relevance. For Turnover Intention, the R² value is 0.604, indicating that Workload, Organizational Support, and Burnout explain 60.4% of the variance, categorized as substantial. The Q² value of 0.435 (>0) also confirms good predictive relevance.

Effect Size Test (f²)

The effect size (f²) test was conducted to evaluate the magnitude of the contribution of each exogenous variable in explaining the endogenous variables within the structural model. The f² value reflects the extent to which an exogenous construct contributes to the increase in the coefficient of determination (R²) of an endogenous construct when the predictor is included in the model. According to Hair et al. (2021), effect size values can be interpreted as large (f² ≥ 0.35), medium (0.15 ≤ f² < 0.35), small (0.02 ≤ f² < 0.15), and very small (f² < 0.02).

Table 8. Effect Size Results

Variable Relationship	f ²	Interpretation
Workload → Burnout	0.501	Large
Workload → Turnover Intention	0.179	Medium
Burnout → Turnover Intention	0.118	Small
Organizational Support → Burnout	0.583	Large
Organizational Support → Turnover Intention	0.233	Medium

Based on the results presented in Table 4.12, the relationship between Workload and Burnout has an effect size value of 0.501, which falls into the large category. This indicates that workload plays a substantial role in increasing the level of burnout experienced by employees. In the context of the hospitality industry, employees often face demanding service standards, tight schedules, and high customer expectations, which can significantly contribute to emotional exhaustion when workload becomes excessive.

Similarly, the relationship between Organizational Support and Burnout shows an effect size value of 0.583, which is also categorized as large. This finding suggests that organizational support has a strong influence on employees' burnout levels. Adequate organizational support, such as recognition, fair treatment, and concern for employee well-being, can help employees cope with work pressure and reduce the risk of burnout. Conversely, a lack of support may increase psychological strain and emotional fatigue among employees.

Meanwhile, the influence of Workload on Turnover Intention has an effect size value of 0.179, which falls within the medium category. This indicates that workload moderately contributes to employees' intentions to leave their jobs. When employees consistently experience excessive workload, they may perceive the work environment as stressful and unsustainable, which increases the likelihood of considering alternative employment opportunities.

The relationship between Organizational Support and Turnover Intention shows an effect size value of 0.233, also categorized as medium. This result indicates that organizational support plays an important role in influencing employees' intentions to remain in or leave an organization. Higher levels of organizational support may strengthen employees' commitment and emotional attachment to the organization, thereby reducing their intention to leave.

Furthermore, the effect size of Burnout on Turnover Intention is 0.118, which falls into the small category. Although the effect is relatively smaller compared to the other relationships, burnout still contributes to explaining turnover intention. Employees who experience emotional exhaustion and psychological fatigue may gradually lose motivation and engagement with their work, which ultimately increases their intention to leave the organization.

Overall, these findings indicate that Burnout is strongly influenced by Workload and Organizational Support, while Turnover Intention is influenced by a combination of Workload, Organizational Support, and Burnout. This suggests that both job demands and job resources play important roles in shaping employees' psychological conditions and behavioral intentions within the organization.

Hypothesis Testing

Hypothesis testing in this study was conducted using SmartPLS 4.0 by examining the path coefficients, t-statistics, and p-values obtained from the bootstrapping procedure. According to Hair et al. (2021), a relationship between variables is considered statistically significant if the t-statistic value exceeds 1.96 and the p-value is less than 0.05 at the 5% significance level. The path coefficient indicates the strength and direction of the relationship between variables in the structural model.

Direct Effects

Table 9. Path Coefficient Results (Direct Effects)

Relationship	Original Sample	T-Statistic	P-value
Workload → Burnout	0.485	8.277	0.000
Organizational Support → Burnout	-0.523	8.192	0.000
Burnout → Turnover Intention	0.317	3.807	0.000
Workload → Turnover Intention	0.327	5.471	0.000
Organizational Support → Turnover Intention	-0.383	5.297	0.000

The results of the structural model analysis indicate that all direct relationships proposed in the hypotheses are statistically significant. First, the relationship between Workload and Burnout shows a positive and significant effect with a path coefficient of 0.485, a t-statistic

of 8.277, and a p-value of 0.000. This result indicates that higher levels of workload are associated with higher levels of burnout among employees.

Second, Organizational Support has a negative and significant effect on Burnout, with a coefficient of -0.523 , a t-statistic of 8.192, and a p-value of 0.000. This finding suggests that stronger organizational support can effectively reduce employees' burnout levels.

Third, Burnout significantly influences Turnover Intention, as indicated by a positive path coefficient of 0.317, a t-statistic of 3.807, and a p-value of 0.000. This means that employees who experience higher levels of burnout tend to develop stronger intentions to leave their jobs.

Fourth, Workload has a positive and significant effect on Turnover Intention, with a coefficient of 0.327, a t-statistic of 5.471, and a p-value of 0.000. This result indicates that employees experiencing higher workloads are more likely to consider leaving their organizations.

Finally, Organizational Support negatively affects Turnover Intention, with a coefficient of -0.383 , a t-statistic of 5.297, and a p-value of 0.000. This indicates that when employees perceive higher levels of support from their organization, their intention to leave the organization decreases.

Indirect Effects (Mediation)

Table 10. Indirect Effect Results

Relationship	Original Sample	T-statistic	P-value
Workload → Burnout → Turnover Intention	0.154	3.348	0.001
Organizational Support → Burnout → Turnover Intention	-0.166	3.413	0.001

The mediation analysis results indicate that Burnout significantly mediates the relationship between Workload and Turnover Intention, with a path coefficient of 0.154, a t-statistic of 3.348, and a p-value of 0.001. This finding suggests that excessive workload increases burnout, which subsequently leads to a higher intention among employees to leave their jobs. Similarly, Burnout also significantly mediates the relationship between Organizational Support and Turnover Intention, with a coefficient of -0.166 , a t-statistic of 3.413, and a p-value of 0.001. This indicates that stronger organizational support reduces burnout, which in turn lowers employees' intentions to leave the organization.

Overall, these findings confirm that Burnout acts as an important mediating mechanism that explains how job demands (workload) and job resources (organizational support) influence employees' turnover intention.

Discussion

The Effect of Workload on Burnout

The findings of this study indicate that workload has a positive influence on burnout among employees. This result suggests that when employees experience higher levels of workload, they are more likely to experience emotional exhaustion and psychological fatigue. In the context of the hospitality industry, employees often face demanding service standards, high customer expectations, and dynamic working conditions that require continuous physical and emotional effort. When these demands become excessive and persist for a prolonged period, employees may experience a decline in psychological resilience and energy, which eventually leads to burnout.

From the perspective of the Job Demands–Resources (JD–R) Theory, workload is categorized as a job demand that requires sustained physical and psychological effort. When job demands exceed employees' capacity to cope and are not balanced with sufficient job resources, employees tend to experience work pressure, emotional exhaustion, and reduced psychological well-being. This condition gradually increases the likelihood of burnout as employees struggle to maintain performance while coping with continuous work demands.

The findings of this study are consistent with previous research conducted by Huang et al. (2020), Kim and Park (2021), and Üngüren et al. (2024), which demonstrated that excessive workload significantly increases employees' burnout levels. These studies emphasize that workload is one of the primary stressors in the workplace, particularly in service-oriented industries where employees must constantly interact with customers and maintain high service quality. Therefore, organizations need to carefully manage workload distribution to prevent prolonged psychological strain among employees.

The Effect of Organizational Support on Burnout

The results of this study show that organizational support has a negative relationship with burnout. This indicates that when employees perceive higher levels of support from their organization, their risk of experiencing burnout decreases. Organizational support plays an important role in helping employees cope with work pressure and maintain their psychological well-being.

Within the JD–R Model, organizational support is considered a job resource that helps employees deal with demanding work conditions. Forms of support such as recognition of employee contributions, fair treatment, supportive leadership, and attention to employee well-being can strengthen employees' emotional resilience and help them manage work-related stress. When employees feel valued and supported by their organization, they are more likely to maintain positive attitudes toward their work and experience lower levels of emotional exhaustion.

These findings are consistent with the studies of Tran et al. (2025) and Jyoti (2024), which emphasize that adequate organizational support can reduce burnout and improve employees' psychological endurance. In supportive organizational environments, employees tend to feel more appreciated and motivated, which reduces the likelihood of experiencing severe emotional fatigue. Therefore, strengthening organizational support systems can be an effective strategy to protect employees from burnout, particularly in industries with demanding work conditions.

The Effect of Burnout on Turnover Intention

The findings of this study also reveal that burnout has a positive influence on turnover intention. This means that employees who experience higher levels of emotional exhaustion and psychological fatigue are more likely to consider leaving their jobs. Burnout often leads to reduced job satisfaction, decreased motivation, and weakened emotional attachment to the organization. As these negative feelings accumulate, employees may begin to seek alternative employment opportunities that offer better working conditions or lower psychological pressure.

According to the JD–R Theory, burnout occurs when employees are unable to balance job demands with the resources available to them. When employees consistently face demanding work conditions without adequate support, their psychological capacity to cope with work pressure decreases. This situation not only affects their work performance but also influences their long-term commitment to the organization.

The results of this study are in line with previous research conducted by Kim and Park (2021), Zheng et al. (2024), and Galanis et al. (2024), which found that burnout is a major factor contributing to employees' intention to leave their organizations. These studies highlight that

burnout does not only affect individual well-being but also has broader implications for organizational stability, as it can increase employee turnover and reduce workforce sustainability.

The Effect of Workload on Turnover Intention

The findings also demonstrate that workload has a positive influence on employees' turnover intention. When employees experience excessive workloads over an extended period, they may perceive their work environment as stressful and unsustainable. This perception can gradually encourage them to consider leaving the organization in search of better working conditions.

Within the JD–R framework, excessive workload represents a high level of job demand that continuously drains employees' physical and psychological energy. When employees do not have sufficient opportunities for recovery or support from their organization, prolonged exposure to high workload can lead to chronic stress. This condition may reduce employees' satisfaction with their work environment and increase their desire to leave the organization.

These findings support the results of previous studies by Kim and Park (2021) and Zheng et al. (2024), which demonstrated that excessive workload is closely associated with employees' intention to change jobs. In service industries such as hospitality, employees are often required to work under time pressure while maintaining high service standards. If organizations fail to manage workload effectively, employees may view job mobility as a rational strategy to reduce work-related stress.

The Effect of Organizational Support on Turnover Intention

This study also found that organizational support plays a significant role in reducing employees' turnover intention. When employees perceive that their organization values their contributions and cares about their well-being, they tend to develop stronger emotional attachment and loyalty to the organization. This sense of belonging can reduce their desire to seek employment elsewhere.

From the perspective of the JD–R Model, organizational support serves as an important job resource that enhances employees' motivation and engagement. Supportive organizational environments can increase employees' sense of security and stability, making them feel more comfortable and committed to their work.

These findings are consistent with previous research conducted by Tran et al. (2025) and Khan et al. (2022), which emphasized that organizational support plays a critical role in reducing turnover intention. Employees who feel supported by their organization are more likely to remain committed to their jobs, as they perceive the organization as a place that values their well-being and professional development.

The Mediating Role of Burnout in the Relationship Between Workload and Turnover Intention

The results of this study indicate that burnout plays an important role in mediating the relationship between workload and turnover intention. This finding suggests that excessive workload not only directly influences employees' intention to leave but also indirectly affects turnover intention through the psychological condition of burnout.

When employees are exposed to excessive workload, they may gradually experience emotional exhaustion and mental fatigue. Over time, these psychological pressures accumulate and weaken employees' engagement with their work. As burnout increases, employees may begin to view leaving the organization as a way to escape stressful working conditions.

This finding is consistent with the Job Demands–Resources Theory, which explains that high job demands can trigger burnout as a psychological response. Burnout then becomes a mechanism through which work stress translates into behavioral outcomes, such as turnover

intention. Previous studies by Kim and Park (2021), Bui et al. (2022), Effendi and Suharnomo (2023), and Tran et al. (2025) also confirm that burnout functions as an important mediating variable linking work demands and employees' intention to leave.

The Mediating Role of Burnout in the Relationship Between Organizational Support and Turnover Intention

This study further demonstrates that burnout also mediates the relationship between organizational support and turnover intention. Organizational support not only directly reduces employees' intention to leave but also indirectly influences turnover intention by reducing burnout levels.

When employees feel supported by their organization, they tend to experience lower levels of emotional exhaustion and psychological strain. This supportive environment strengthens employees' emotional resilience and enables them to manage work pressure more effectively. As burnout decreases, employees are less likely to develop intentions to leave their organization.

These findings align with the JD–R Model, which highlights the role of job resources in reducing burnout and improving employee well-being. Organizational support serves as a protective factor that helps employees cope with demanding work environments, thereby reducing the risk of burnout and its negative consequences.

The results of this study are also consistent with the findings of Tran et al. (2025) and Jyoti (2024), who demonstrated that organizational support plays a key role in reducing burnout and strengthening employee commitment. When organizations provide adequate support, employees are more likely to maintain positive attitudes toward their work and remain loyal to the organization.

5. Conclusion

This study aimed to examine the influence of workload and organizational support on turnover intention with burnout as a mediating variable among Generation Z employees. The analysis was conducted using the Structural Equation Modeling (SEM) approach based on Partial Least Squares (PLS). The findings indicate that workload plays an important role in increasing the level of burnout experienced by employees. When employees are exposed to excessive job demands and continuous work pressure, their physical and emotional energy may gradually decline, leading to higher levels of work exhaustion. In contrast, organizational support was found to reduce burnout, suggesting that employees who perceive strong support from their organization tend to experience better psychological well-being and lower levels of work-related fatigue.

The study also reveals that burnout significantly contributes to employees' intention to leave their jobs. When employees experience prolonged emotional exhaustion and work stress, they may begin to feel less attached to their organization and consider alternative employment opportunities. In addition, workload was found to directly increase turnover intention, indicating that excessive job demands can create dissatisfaction and pressure that encourage employees to seek better working conditions elsewhere. On the other hand, organizational support was shown to reduce employees' intention to leave, highlighting the importance of supportive organizational environments in strengthening employee commitment and retention.

Furthermore, the findings demonstrate that burnout plays an important mediating role in explaining how workload and organizational support influence turnover intention. High workload tends to increase burnout, which in turn strengthens employees' intention to leave their organization. Conversely, strong organizational support can reduce burnout, which ultimately lowers the likelihood of turnover intention. These results emphasize the importance

of balancing job demands with adequate organizational resources in order to maintain employees' well-being and reduce turnover risk, particularly among Generation Z employees who tend to place greater importance on supportive work environments and psychological well-being.

References

- Afrida Purba, E., Retawati, A., Hamzah, P., & Giovanni, J. (2025). Pengaruh Keterlibatan Kerja Dan Dukungan Organisasi Terhadap Perilaku Kerja Inovatif Pada Karyawan Gen Z Dengan Kepuasan Kerja Sebagai Variabel Mediasi: Studi Pada Karyawan Usaha Cake Di Kota Palangka / *Volume*, 4(10), 3331–3350. <https://doi.org/10.54443/Sibatik.V4i10.3597>
- Ajrina Badzlin Athfalia, K. A. (2024). Analisis *Turnover Intention* Gen Z Ditinjau Dari Job Insecurity Dan Work Overload : Studi Pada Karyawan Generasi Z Di Kota Semarang. *Universal Journal Of Science And Technology (Ujost)*, 3(1), 88–100. <https://doi.org/10.11111/Ujost.V3i1.146>
- Arian Zikri, M. R. (2025). Pengaruh Budaya Organisasi, Keterlibatan Kerja Dan Persepsi Dukungan Organisasi Terhadap Kepuasan Kerja Karyawan Pada Rumah Sakit Permata Pamulang Tangerang Selatan. *Jurnal Ilmu Manajemen Retail (JIMAT)*, 6(1), 89–103. <https://doi.org/10.37150/Jimat.V6.I1.3604>
- Aulia Suseno, N., Djaman, H., & Sentosa, E. (2025). Pengaruh Beban Kerja Worl Life Balance Dan Motivasi Terhadap Karyawan Gen Z PT Midi Utama TBK Cabang Campaka Putin. *Jurnal IKRAITH-EKONOMIKA*, 9(2), 519–528. <https://doi.org/10.37817/ikraith-Ekonomika.V9i2>
- Cakranegara, O. M. P., & Irmawati, I. (2025). Pengaruh Work Life-Balance Dan Kebijakan Fleksibilitas Kerja Terhadap Tingkat Stres Kerja Yang Di Mediasi Dukungan Organisasi Lingkungan Kerja Rs Muhammadiyah Selogiri. *Jurnal Lentera Bisnis*, 14(2), 2487–2504. <https://doi.org/10.34127/Jrlab.V14i2.1627>
- Dinny Deysi Tumundo, A. B. H. J. R. N. T. (2025). Pengaruh Work-Life Balance, Self Control, Dan Workload Terhadap Burnout Pegawai Di Puskesmas. *Jurnal Ekonomi Manajemen Bisnis Dan Akuntansi*, 24(12), 461–470. <https://doi.org/Prefixdoi:10.8734/Musyitari.V1i2.359>
- Ernanda Manurung, F., & Ekonomi Dan Bisnis, F. (2025). Pengaruh Fasilitas Kerja Dan Dukungan Organisasi Terhadap Kepuasan Kerja Pegawai Dengan Motivasi Kerja Sebagai Variabel Intervening. *JICN: Jurnal Intelek Dan Cendekiawan Nusantara*, 2(3), 4188–4203. <https://jicnusantara.com/index.php/jicn>
- Evy Cornelia Hutasoit, H. (2023). Pengaruh Burnout Dan Motivasi Kerja Terhadap Kinerja Karyawan Outsource PT Mayoka Indonesia Bekasi. *Jurnal Ilmiah Wahana Pendidikan*, 9(22), 502–510. <https://doi.org/10.5281/Zenodo>
- Fatcha Rihadatul Aisy, M. S. D. D. K. (2025). Pengaruh Beban Kerja Dan Work Life Balance Terhadap Kinerja Karyawan Generasi Z Dengan Kepuasan Kerja Sebagai Variabel Intervening (Studi Kasus Pada Angkatan Kerja Gen Z Di Kabupaten Batang). *J J-BEAM: Journal House Of Business, Economics, Accounting, And Management*, 1(1), 30–39. <https://journal.pustakacendikia.com/index.php/jbeam/article/view/3>
- Felix Chandra. (2024). Pengaruh Beban Kerja Dan Stres Kerja Terhadap Burnout. *Jurnal MANEKSI (Manajemen Ekonomi Ddan Akuntansi)*, 13(1), 137–145. <https://doi.org/10.31959/Jm.V13i1.2059>
- Fitriyadi, S., & Suwanto, I. (2023). Pengaruh Burnout Akademik Terhadap Hasil Belajar Siswa. In *Jurnal Bimbingan Konseling Indonesia* (Vol. 8). <https://journal.stkipsingkawang.ac.id/index.php/JBKI/article/view/4480/Pdf>
- Guntur Rinaldi, A. H. R. (2023). Pengaruh Tranformational Leadership Terhadap Turnover Intention Pada Karyawan Perusahaan Swasta Di Jakarta. *Jurnal Pengabdian Kepada*

- Masyarakat Nusantara (Jpkmn), 4(4), 3088–3094.
<https://doi.org/http://doi.org/10.55338/jpkmn.v4i4.1699>
- Haniyah, I., Azazi, A., Marumpe, D. P., Daud, I., & Irdhayanti, E. (2025). Pengaruh Lingkungan Kerja Non Fisik, Kompensasi, Beban Kerja Terhadap Turnover Intention Gen Z. In *Mutiara Jurnal Ilmiah Multidisiplin Indonesia* (Vol. 3, Issue 2).
<https://doi.org/https://doi.org/10.61404/mutiara.v3i2.405>
- Helmi Apriyaldi, E. M. (2026). Pengaruh Keseimbangan Kehidupan Kerja, Gaya Kepemimpinan, Dan Dukungan Organisasi Terhadap Komitmen Organisasi (PT. Arima Anugerah Bersaudara). *Jurnal Ikraith-Ekonomika*, 9(2), 168–177.
<https://doi.org/https://doi.org/10.37817/ikraith-ekonomika.v9i2.5483>
- Mardiana, A. J., & Puspasari, A. (2025). Pengaruh Pengembangan Karir Dan Beban Kerja Terhadap Turnover Intention Karyawan Gen Z Di Ara's Coffee. *Jurnal Ikraith-Ekonomika*, 8(3), 40–47. <https://doi.org/10.37817/ikraith-ekonomika.v8i3>
- Muhammad Rizky Andriyanto, A. F. (2024). Pengaruh Lingkungan Kerja Dan Beban Kerja Terhadap Kinerja Karyawan Pada Generasi Z Di Kabupaten Karawang. *INNOVATIVE: Journal Of Social Science Research*, 4(4), 2807–4248.
<https://doi.org/https://doi.org/10.31004/innovative.v4i4.13720>
- Mustaqim, B. D. B. (2025). Pengaruh Selfefficacy, Lingkungan Kerja Dan Burnout Terhadap Turnover Intentionkaryawan Generasi Z Di Perusahaan Manufaktur Kawasan Industri Wijayakusuma. *Jurnal Ilmiah Manajemen Ekonomi Dan Akuntansi*, 9(3), 365–380.
<https://doi.org/https://doi.org/10.31955/Mea.v9i3.6256>
- Mustika, A. D., Hinggo, H. T., & Zaki, H. (2025). Pengaruh Kepuasan Kerja Dan Stres Kerja Terhadap Turnover Intention Karyawan Gen Z. *RIGGS: Journal Of Artificial Intelligence And Digital Business*, 4(2), 4622–4631. <https://doi.org/10.31004/Riggs.v4i2.1287>
- Nova Dwi Ratnasari, F. E. S. (2024). Faktor – Faktor Penentu Turnover Intention : Studi Kasus Lingkungan Kerja, Beban Kerja, Dan Work – Life Balance Di Kalangan Karyawan Gen Z Di Bandar Lampung. *Jurnal Ilmiah Manajemen, Ekonomi Dan Akuntansi*, 9(3), 1912–1931.
<https://doi.org/https://doi.org/10.31955/Mea.v8i3.4695>
- Parashakti, R. D., & Noviyanti, D. (2021). Pengaruh Motivasi, Lingkungan Kerja, Dan Pelatihan Kerja Terhadap Produktivitas Kerja Karyawan. *Jurnal Ekonomi Bisnis, Manajemen Dan Akuntansi (JEBMA)*, 1(2), 127–136. <https://doi.org/10.47709/Jebma.v1i2.994>
- Rafa Fitria, & Lingga Yuliana. (2025). Analisis Lingkungan Kerja Terhadap Turnover Intentions Pada Karyawan PT. Spesial Gold. *MASMAN Master Manajemen*, 3(2), 01–10.
<https://doi.org/10.59603/Masman.v3i2.808>
- Rotinsulu, Y., Lengkong, V., Lumantow, R., Rotinsulu, Y. C., K Lengkong, V. P., Lumantow, R. Y., Manajemen, J., & Ekonomi Dan Bisnis, F. (2024). The Influence Of Workload, Job Insecurity And Work-Family Conflict On Employee Burnout At Bank Bni Branch Office Manado. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 12(1), 1017–1027. <https://doi.org/https://doi.org/10.35794/Emba.v12i01.54351>
- Sa'adah, N., & Rama Dhanial, D. (2025). Hubungan Antara Beban Kerja Subjektif Dengan Co-Worker Support Terhadap Burnout Pada Karyawan Produksi PT. X. *Jurnal Manajemen STIE Muhammadiyah Palopo*, 11(1), 232–242.
<https://journal.stiem.ac.id/index.php/jurman/article/view/2532/1044>
- Sagita Lengkong, V. P. K. L. J. J. P. (2023). Pengaruh Burnout, Komitmen Organisasi, Dan Beban Kerja Terhadap Turnover Intention Pegawai Pada Badan Pengelolaan Keuangan Dan Pendapatan Daerah Kabupaten Minahasa Utara. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 11(3), 196–207.
<https://doi.org/https://doi.org/10.35794/Emba.v11i3.49638>
- Salsabella Putri Argita, T. H. N. (2025). Work Engagement : Peran Dukungan Organisasi Dan Keyakinan Diri Pegawai Dinas Sosial Kota Semarang. *Jurnal Ilmiah Manajemen Ekonomi*

- Dan Akuntansi, 9(1), 891–907.
<https://doi.org/https://doi.org/10.31955/Mea.V9i1.5053>
- Septiani, Y., & Triariani, M. (2022). Pengaruh Burnout Terhadap Produktivitas Mahasiswa Pgsd Universitas Kuningan. *Jurnal Kiprah Pendidikan*, 1(3), 161–167.
<https://doi.org/10.33578/Kpd.V1i3.46>
- Situmorang, P. O., & Tarigan, M. I. (2025). Pengaruh Stres Kerja Dan Lingkungan Kerja Terhadap Burnout Dengan Kecerdasan Emosi Sebagai Variabel Moderating. *RIGGS: Journal Of Artificial Intelligence And Digital Business*, 4(2), 7755–7762.
<https://doi.org/10.31004/Riggs.V4i2.1932>
- Sutagana, I. N. T., Ernayani, R., Liow, F. E. R. I., Octiva, C. S., & Setyawasih, R. (2023). Analisis Pengaruh Paket Remunerasi Dan Stres Kerja Terhadap Turnover Intention Dengan Kepuasan Kerja Sebagai Variabel Mediasi Pada Karyawan. *BUDGETING : Journal Of Business, Management And Accounting*, 4(1), 183–203.
<https://doi.org/10.31539/Budgeting.V4i1.4687>
- Syatriawan Perdana Putra, I. D. S. (2025). Pengaruh Dukungan Organisasi Terhadap Komitmen Satgas Ppks Dalam Penanganan Dan Pencegahan Kekerasan Seksual Dilingkungan Universitas. *Jurnal Penkomi: Kajian Pendidikan & Ekonomi*, 8(1), 138–147.
<https://doi.org/https://doi.org/10.33627/Pk.V8i1.2810>
- Teressia, A., Merry Marianti, M., & Deti, R. (2024b). Studi Literatur Hr Capability Dan Kinerja Organisasi. *Jurnal Ilmiah Manajemen Ekonomi Dan Akuntansi*, 8(3).
<https://doi.org/https://doi.org/10.31955/Mea.V8i3.4695>
- Umita, R. D., & Chrisnatalia, M. (2025). Peran Burnout Dalam Memediasi Pengaruh Antara Technostress Terhadap Job Performance Pada Karyawan Teknologi Informasi.
<https://doi.org/https://doi.org/10.54371/Jiip.V8i6.8082>
- Wardani, I., Kamilah, L. A., Zahwa Aulia, V. Z., Yasmin Aurelia, P. R., Hidayat, T., Studi Manajemen, P., Ekonomi Dan Bisnis, F., & Mulawarman, U. (2025). Literatur Review: Pengaruh Burnout Terhadap Turnover Intention Karyawan. In *JIMU: Jurnal Ilmiah Multi Disiplin* (Vol. 03, Issue 04). JIMU.
<https://ojs.smkmerahputih.com/index.php/jimu/article/view/1476>
- Wibowo, S. W., & Ahmadi, M. A. (2024). Pengaruh Work-Life Balance Dan Kepuasan Kerja Terhadap Kinerja Karyawan Gen Z. *Jma*, 2(12), 3031–5220. <https://doi.org/10.62281>
- Yanti, B., Sjafitri, H., & Ariani, F. (2025). The Influence Of Non-Physical Work Environment And Organizational Support On Employee Retention At The Bungus Padang Ocean Fisheries Port Office. *Jurnalmenara Ekonomi: Penelitian Dan Kajian Ilmiah Bidang Ekonomi*, 11(2), 130–138. <https://doi.org/https://doi.org/10.31869/Me.V11i2.6662>