



RESEARCH ARTICLE

The Effect Of Burnout and Psychological Well-Being on Turnover Intentions of Generation Z in the Klaten Region

Nailah Khomsa Fatiha Rizky

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Abstract

This study examined the effect of burnout and psychological well-being on turnover intention among 98 Generation Z workers in Klaten Regency. Data were obtained through a survey using a 5-point Likert scale with a total of 30 statement items. All items have been tested for validity and reliability, with a Cronbach's Alpha value of 0.868 for burnout, 0.888 for psychological well-being, and 0.910 for turnover intention, thus the instrument can be declared reliable. Descriptive statistics show that burnout is at a moderate level ($M = 28.94$; $SD = 5.81$), psychological well-being is in the good category ($M = 32.67$; $SD = 6.14$), and turnover intention is in the moderate category ($M = 27.88$; $SD = 6.02$). The results of the regression analysis showed that burnout has a positive and significant effect on turnover intention ($\beta = 0.41$; $p < 0.001$). This means that the higher the burnout, the more likely the respondent is to intend to leave their job. In contrast, psychological well-being had a negative and significant effect ($\beta = -0.28$; $p = 0.001$), meaning that a good psychological condition can reduce the tendency to leave work. Regression analysis showed that the model only explained about 46.3% of the variation in turnover intention ($R^2 = 0.463$). However, the model was still statistically significant, as indicated by the F -statistic of 39.98 with a p -value below 0.001. In short, both variables are influential, and job burnout is the most important factor causing Generation Z employees to consider leaving their jobs.

Keywords: Burnout, Turnover Intentions, Generation Z

Introduction

The ever-evolving dynamics of the contemporary labor market have presented significant obstacles for Generation Z, especially those just entering the professional world. Born between 1997 and 2012 (Dimock, 2019), Generation Z is a cohort accustomed to rapid technological developments and online interactions. Their inherent characteristics, including a demand for flexibility, a drive for rapid professional advancement, and a preference for a supportive work environment, make them more sensitive to psychological conditions in the workplace. Therefore, issues such as burnout, psychological well-being, and turnover intentions are important to examine, especially in non-metropolitan areas like Klaten. *Burnout* is defined as a state of emotional exhaustion, depersonalization, and decreased personal accomplishment resulting from prolonged work demands without adequate recovery (Maslach, 2022).

In contrast, psychological well-being is crucial for maintaining workers' mental stability, including self-acceptance, positive social relationships, a clear sense of purpose, and the ability to manage stress (Ryff, 2021). While a high level of psychological well-being does not necessarily prevent burnout or the desire to leave, it can influence the extent to which burnout influences workers' decisions to leave their jobs. *Turnover intensity*, as defined by Kim and Park (2023), indicates the tendency of employees to leave their positions within a certain period of time; this phenomenon is often more pronounced among younger workers, often stemming from high expectations of the work environment, dissatisfaction with management practices, or the availability of alternative employment opportunities. This

study uses the Job Demands-Resources Model (JD-R) proposed by Demerouti et al. (2001) to explain the relationship between job burnout, psychological well-being, and *turnover intention*. This model states that work-related stress arises when job demands exceed an individual's available resources, potentially leading to job burnout, decreased psychological well-being, and an increased tendency to resign. Based on the previous discussion, several research questions can be formulated. First, the level of burnout experienced by Generation Z in Klaten in their professional context remains under-researched. Second, a clear picture of Generation Z's psychological well-being, particularly regarding their capacity to manage work-related stress, the quality of their social relationships, and their emotional stability, is still lacking. Third, the potential significant influence of burnout and psychological well-being on turnover intention among Generation Z in Klaten has not been determined. Fourth, the lack of research exploring the interaction of these three variables in the specific context of a region and non-corporate work sector limits the understanding of the causes of turnover intention among Generation Z. This study aims to provide a comprehensive understanding of the psychological dynamics experienced by Generation Z workers in Klaten Regency. Specifically, this study aims to explain the level of *Burnout* experienced by Generation Z workers in various work sectors in the Klaten region; describe the psychological well-being of Generation Z workers, including the ability to manage stress, the quality of social relationships, and emotional stability in the work context; analyze the influence of *Burnout* on *Turnover Intention* in Generation Z workers; analyze the influence of psychological well-being on *Turnover Intention*; and assess the influence of *Burnout* and psychological well-being simultaneously on *Turnover Intention* to provide a comprehensive picture of the psychological factors that encourage young workers to leave their jobs.

Universitas Terbuka Surakarta

*) corresponding author

Nailah Khomsa Fatiha Rizky

Email: nailahkhomsa@gmail.com

Method

This study was conducted in Klaten Regency and focused on Generation Z employees working in various sectors, such as retail, manufacturing, education, services, and individual businesses. The attached respondent data file shows that data collection was conducted through the distribution of an online questionnaire in November 2025. The number of valid respondents was 98 people. This location was selected *purposively* due to the relatively large proportion of young workers in Klaten and the diversity of job industries. This location is suitable for investigating the dynamics of work burnout, mental health, and *Gen Z's intention* to change jobs.

Sample Determination

The study population consisted of all Generation Z employees, born between 1997 and 2012, who work in Klaten Regency. Sampling was conducted *purposively* by meeting certain criteria. First, participants must be from Generation Z. Second, they must have formal or informal employment. Third, they must have at least six months of work experience. Third, participants must be willing to complete the questionnaire in its entirety. A total of ninety-eight respondents met these criteria and were subsequently included in the analysis. This sample size was deemed sufficient for regression analysis, meeting the minimum sample size requirement for associative quantitative research, which involves 30 indicators.

Research Instruments

Data were collected using a *Google Form questionnaire*, using a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). This instrument consists of 30 statement items, categorized into three different variables. The *Burnout variable*, consisting of 10 items, assesses emotional exhaustion, depersonalization, and decreased personal accomplishment. The Psychological Well-being variable, also consisting of 10 items, evaluates stress management skills, positive social relationships, sense of purpose in work, and emotional stability. The *Turnover Intention variable*, consisting of 10 items, measures respondents' tendency to consider changing jobs, considering alternative jobs, and expressing an intention to leave the organization. Secondary data were sourced from scientific journals, books, and research reports related to *Burnout*, psychological well-being, and *Turnover Intention* in Generation Z.

Operational Definition of Variables

1. *Burnout* : a condition of physical, emotional, and mental exhaustion that arises due to prolonged work demands.
2. Psychological Well-being: an individual's ability to function positively, including self-acceptance, positive social relationships, autonomy, purpose in life, and personal growth.
3. *Turnover Intention* : the tendency or intention of an employee to leave a job in the near future.

All indicators are measured using a 5-point Likert scale.

Instrument Test

Before the analysis was carried out, all questionnaire items were tested using,

1. Item validity was assessed using item- total correlation, with a minimum threshold of $r > 0.30$. Data analysis confirmed the validity of all items.
 2. Test reliability using Cronbach's Alpha ($\alpha \geq 0.70$).
 - a. The Burnout variable has a reliability value of $\alpha = 0.868$
 - b. Psychological Well-being $\alpha = 0.888$
 - c. Turnover Intention $\alpha = 0.910$
- All variables meet the reliable criteria.

Analysis Approach

This study uses an associative quantitative approach, namely an approach that aims to test the relationship and influence between independent variables (*Burnout* and Psychological Well-being) on the dependent variable (*Turnover Intention*).

1. Descriptive statistics to describe the respondent profile and the average value of each variable. The descriptive results show:
 - a. Burnout: M = 28.98; SD = 5.81
 - b. Psychological Well-being: M = 32.67; SD = 6.14
 - c. Turnover Intention: M = 27.88; SD = 6.02
 2. Test assumptions classic, which consists of:
 - a. Normality test
 - b. Multicollinearity test
 - c. Heteroscedasticity test
 - d. Autocorrelation test
 3. Multiple linear regression analysis
- To test the influence of *Burnout* and psychological well-being on *Turnover Intention*.
4. Hypothesis testing
 - a. T-test : to see the partial influence of each independent variable.
 - b. F test : for simultaneous influence analysis.
 - c. The coefficient of determination (R^2) was used to assess the magnitude of the model's contribution. The research findings showed an R^2 value of 0.463, which indicates that 46.3% of the variance in *Turnover Intention* can be explained by *Burnout* and Psychological Well-being.

This research design allows the method to effectively describe the empirical relationship between *Burnout*, Psychological Well-being, and *Turnover Intention* in Generation Z workers in Klaten Regency. Thus, this methodology is able to describe the empirical relationship between *Burnout*, Psychological Well-being, and *Turnover Intention* in Generation Z employees in Klaten Regency.

Findings And Discussion

This study investigates Generation Z employees in Klaten, specifically those born between 1997 and 2012. Data were collected through an online survey conducted in November 2025, involving a total of 98 respondents. All data underwent rigorous filtering and cleaning procedures to ensure the accuracy of subsequent analysis. This section presents

the findings and discussion comprehensively, starting with a description of the respondents' characteristics, descriptive statistical results for the variables *Burnout*, *Psychological Well-being*, and *Turnover Intention*, instrument validity and reliability tests, and multiple linear regression analysis that examines the relationships between the research variables. The presentation of the results is also supported by tables to make the analysis more informative and easy to understand.

1. Respondent Profile and Characteristics

Primary data collected through questionnaires covered 98 Generation Z respondents who participated in this study. These respondents worked in various sectors, including manufacturing, retail, education, service industries, and sole proprietorships. The majority of respondents were female, a finding consistent with data from questionnaire responses. Furthermore, most respondents reported having between one and three years of work experience, with various types of contracts, such as fixed-term contracts, annual contracts, and freelance contracts. The distribution of respondents' employment sectors can be seen in the following table:

Table 1. Distribution of Respondents Based on Employment Sector

Job Sector	Amount	Percentage
Manufacturing	27	27.55%
Retail	16	16.33%
Services and Services	20	20.41%
Sole Proprietorship	17	17.35%
Educational Staff	18	18.37%
Total	98	100%

Most respondents were in the productive age group of 18-27 years, indicating that they are part of Generation Z, which is characterized by an active career trajectory and the acquisition of early work experience. Many respondents held entry-level positions, including factory operators, cashiers, service staff, administrative personnel, and other daily tasks, which are usually repetitive and involve intensive interaction with customers or production machines. This context is closely related to vulnerability to work-related burnout. Furthermore, some respondents worked in the informal sector on casual contracts, which can create job instability and increase the tendency to consider leaving their jobs. The combination of youth, intensive work sectors, and job insecurity is an important factor in understanding.

2. Descriptive Statistics of *Burnout*, *Psychological Well-being*, and *Turnover Intention Variables*

Descriptive statistics were used to summarize the characteristics of each variable before further analysis. Each variable was measured using a 1-5 Likert scale, based on statements in the questionnaire.

Table 2. Descriptive Statistics of Research Variables

Variables	Mean	Sd	Min	Max	Category
<i>Burnout</i>	28,98	5.81	17	43	Currently
<i>Psychological Well-being</i>	32.67	6.14	19	49	Pretty good
<i>Turnover Intention</i>	27.88	6.02	15	45	Currently

2.1 *Burnout*

Burnout variable has an average value of 28.94, indicating that Generation Z in Klaten is at a moderate level of *Burnout*. *Burnout* in respondents is mostly shown through symptoms of emotional exhaustion and decreased energy, as reflected by the large number of respondents who chose the answer "Agree" on items such as *I feel I have no energy to face the demands of work* and *I feel that work causes me excessive stress*.

The highest levels of burnout were found among respondents in the manufacturing sector, particularly production line operators who work under time pressure and tight targets. The retail sector also showed significant burnout, particularly among cashiers and sales staff who must deal with numerous customers and constant communication pressures.

2.2 *Psychological Well-being*

With an average score of 32.67, respondents' psychological well-being is considered quite good. This means that, in general, Generation Z has emotional adaptability, fairly good social relationships, and adequate self-control. Many respondents chose "Agree" or "Strongly Agree" to statements such as *I am able to control my emotions*, *I have harmonious relationships with my coworkers*, and *I am confident in completing tasks*.

High psychological well-being in Generation Z is often associated with an open, adaptive mindset and the courage to express themselves. However, research shows that high psychological well-being does not automatically reduce turnover intention, as explained further in the discussion.

2.3 *Turnover Intention*

The average *Turnover Intention* score was 27.88, which falls into the moderate category. This reflects Generation Z's tendency to consider job changes, although not yet at a very urgent stage. Respondents overwhelmingly responded "Agree" to items such as *I frequently look for other job opportunities* or *I am considering leaving my job in the near future*.

Generation Z is known as a dynamic group with high expectations for a flexible and meaningful work environment. Therefore, moderate turnover intentions in this demographic can be interpreted as a characteristic of their career mobility. This pattern is particularly evident in sectors characterized by high levels of stress, such as manufacturing and retail, where working conditions often differ from their preferences for work-life balance and well-being.

3. Classical Assumption Test

a. Normality Test

Table 2 Normality Test Results

Variables	W (Shapiro-Wilk)	P-Value	Information
<i>Burnout</i>	0.982	0.178	Normal
Psychological Well-being	0.977	0.092	Normal
<i>Turnover Intention</i>	0.984	0.231	Normal

Based on the analysis, the *Burnout variable* has a W value of 0.982 and a p value of 0.178. Because the p value is above the significance level of 0.05, the data is considered normally distributed. The Psychological Well-being variable shows a W value of 0.977 and a p value of 0.092, which indicates that the variable meets the normality requirements. In contrast, the *Turnover Intention variable* has a W value of 0.984 and a p value of 0.231, which confirms its normal distribution. Therefore, because all research variables meet the normality assumption, the variable is suitable for parametric analysis in the next testing stage.

b. Multicollinearity Test

Table 3.2 Multicollinearity Test Results

Variables	R ² correlation between X	VIF	Information
<i>Burnout</i>	0.214	1.27	No Multicollinearity
Psychological Well-being	0.214	1.27	No Multicollinearity

Based on the calculations, the *Burnout variable* shows an R² of 0.214 and a VIF of 1.27, indicating the absence of multicollinearity. Similarly, the Psychological Well-being variable also shows an R² of 0.214 and a VIF of 1.27, further strengthening the absence of multicollinearity. In short, the VIF values for both variables are in the low range and meet the eligibility criteria, thus allowing all independent variables to be included in the regression model without causing multicollinearity problems.

c. Heteroscedasticity Test (*Breusch-Pagan*)

LM : 1.88

P-Value : 0.39

the Breusch-Pagan test, the LM value was 1.88 with a p-value of 0.39. Since the p-value is greater than 0.05, it can be concluded that the regression model does not experience *heteroscedasticity*. This condition indicates that the residual variance is *constant*, so the model is suitable for analyzing the effect of *burnout* and psychological well-being on *turnover intentions* among Generation Z in the Klaten area.

d. Autocorrelation Test (*Durbin-Watson*)

DW : 1.91

The Durbin-Watson value of 1.91 indicates that the regression model is free from autocorrelation, because it is close to 2. Thus, the model is suitable for analyzing the influence of burnout and psychological well-being on the turnover intention of Generation Z in Klaten.

4. Instrument Validity and Reliability Test

The research instrument was tested through validity and reliability tests to ensure that each item can measure the variable accurately.

Table 4. Reliability Test Results

Variables	Cronbach Alpha	Criteria
<i>Burnout</i>	0.843	Very Reliable
Psychological Well-being	0.777	Reliable
<i>Turnover Intention</i>	0.910	Very Reliable

All alpha values were above the minimum threshold of 0.70, indicating that the instrument was considered highly suitable for use. Validity results for all items also showed correlation values > 0.30, indicating that each item was valid.

5. Multiple Linear Regression Analysis

Regression was conducted to test the influence of *Burnout* (X₁) and Psychological Well-being (X₂) on *Turnover Intention* (Y). The regression results provide a clear picture of which factors most dominantly influence the desire to change jobs among Generation Z in Klaten Regency.

Table 5. Multiple Linear Regression Results

Variables	Beta	Std. Error	t count	P-Value	Information
Constant	12.44	3.11	4.00	0,000	Significant
<i>Burnout</i>	0.41	0.09	4.56	0,000	Significant
Psychological Well-being	-0.28	0.08	-3.42	0.001	Significant
R-squared	0.463	-	-	-	The model explains 46.3% of the variation in turnover intentions.
F count	39.98	-	-	0,000	Significant model (simultaneous test)

5.1 Coefficient of Determination

The R² value is 0.463, meaning the model is able to explain 46.3% of the variation in turnover intention. This means that almost half of the change in turnover intention can be explained by the Burnout and Psychological Well-being variables. Meanwhile, the remaining 53.7% is explained by other factors not included in the model, such as job satisfaction, organizational commitment, career development

opportunities, external work pressure, and support from superiors and coworkers. This R^2 value indicates that the model has sufficient explanatory power for research in the context of MSMEs.

5.2 The Effects of Burnout

Burnout variable has a β coefficient of 0.41 with a p-value of 0.000, indicating a positive and significant influence on *Turnover Intention*. The higher the level of *Burnout* experienced by employees, the greater their tendency to intend to leave their jobs. This finding is in line with the Job Demands-Resources (JD-R) theory, which states that high job demands and a lack of supporting resources trigger emotional exhaustion and energy depletion, thus encouraging employees to consider leaving their jobs. This result is also in accordance with the phenomenon in the field, where respondents reported excessive work pressure, prolonged boredom, and loss of motivation, especially in businesses with a fast-paced operating rhythm.

5.3 Influence on Psychological Well-being

Psychological well-being has a β coefficient of -0.28 with a p-value of 0.001, indicating a negative and significant influence on *Turnover Intention*. The better an employee's psychological well-being, the lower their tendency to leave their job, as a sense of calm, the ability to manage emotions, and a stable psychological state are protective factors. However, this negative influence does not completely neutralize the impact of *Burnout*. When *Burnout* is high, even good psychological well-being is not always able to reduce employee intentions to leave, confirming that *Burnout* is a more dominant situational factor than personal psychological factors.

5.4 t-Test (Partial Test)

The t-test is used to determine how much influence each independent variable has partially on *Turnover Intention*.

1. *Burnout*

Burnout has a t-value of 4.56 with a p-value of 0.000, thus being significant. This means that *burnout* has a partial positive effect on *turnover intention*. Employees experiencing emotional exhaustion, prolonged stress, and psychological distress tend to have a higher intention to leave their jobs.

2. Psychological Well-being

Psychological well-being had a t-value of -3.42 with a p-value of 0.001. These results indicate that this variable has a negative and partially significant effect. The higher the psychological well-being, the lower the employee's tendency to leave. A stable psychological state, a sense of calm, and the ability to manage emotions have a protective effect against the intention to resign.

5.5 F Test (Simultaneous Test)

The F-test results show a calculated F-value of 39.98 with a p-value of 0.000, indicating that the regression model is simultaneously significant. In other words, *burnout* and psychological well-being

simultaneously influence turnover intention. The model used is considered appropriate and able to explain the relationship between variables in this study.

Discussion

The findings of this study reveal a complex interaction between *Burnout*, psychological well-being, and *Turnover Intention* among Generation Z employees in Klaten. Despite reporting high levels of psychological well-being, respondents' well-being consistently had a negative and significant influence on their intention to leave their jobs. Conversely, *Burnout* emerged as the primary driver, prompting employees to consider leaving their current positions. These findings warrant further analysis, incorporating demographic characteristics, working conditions, and related theoretical frameworks.

First, it's important to recognize that Generation Z, upon entering the workforce, is still figuring out their career path. As a result, they frequently change jobs to find a work environment that aligns with their values, expectations, and long-term goals. A Deloitte report (2024) indicates that Generation Z has a higher employee turnover rate than previous generations, which is related to their higher sensitivity to workplace dissatisfaction. The findings of this study support this notion. Although respondents reported high psychological well-being, their turnover intentions were moderate. These findings suggest that the decision to leave a job is influenced by daily work experiences, not just internal psychological factors.

Second, the dominant influence of *Burnout* on *Turnover Intention* can be explained through *affective events theory* (AET), which states that emotional events in the workplace shape employee attitudes and behaviors. Negative events, such as burnout, target pressure, stress, or job exhaustion when interacting with customers, are examples of triggers that trigger strong emotional responses. For Generation Z, these responses are amplified because of their priority on emotional stability, work-life balance, and opportunities for self-development. Consequently, when job demands increase and organizational support is lacking, job burnout emerges more quickly and *intensely*, thereby increasing the tendency of employees to leave their jobs.

Third, the job sectors in which respondents work contribute to the high levels of *Burnout* observed. The majority of respondents work in the manufacturing, retail, and customer service sectors, all of which are characterized by high work pressure, repetitive routines, and intense work environments. In the manufacturing sector, strict standard operating procedures, high work pace, and daily production targets require significant physical and mental exertion. In contrast, jobs in the retail and service industries require intense social interactions with customers, which often lead to social stress and emotional exhaustion. Such work environments are highly likely to lead to *Burnout*, especially for younger

employees who may not have much experience in managing work-related stress.

Fourth, high levels of psychological well-being, despite their low impact on *turnover intentions*, can be understood from two perspectives. First, psychological well-being is a relatively stable internal characteristic, encompassing self-confidence, self-control, and a positive outlook on the environment; thus, it is not easily altered by short-term work experiences. Second, *Burnout* manifests as a direct reaction to stressors or situations in the workplace, thus exerting a stronger influence on situational decisions, including the choice to leave a job. Consequently, even though individuals have a high level of psychological well-being, unpleasant work experiences still encourage the desire to change jobs, so that the influence of *burnout* is more dominant in relation to *turnover intentions*.

Fifth, these findings demonstrate a shift in Generation Z's work values. Money is no longer their top priority; their priorities also include identity, purpose, flexibility, and opportunities for advancement. Traditional work environments, particularly in the manufacturing and retail sectors in Klaten, with their hierarchical structures and long working hours, have fueled rising dissatisfaction and *burnout*. As a result, work-related exhaustion has become a more significant factor in employee turnover than psychological well-being, which has remained relatively stable.

Sixth, the regression model, which only accounts for 46.3% of the variance in *turnover intentions*, shows the influence of additional factors, including job satisfaction, organizational commitment, workload, relationship with superiors, career development opportunities, and compensation. For Generation Z, the decision to stay or leave a job is also influenced by flexible working hours, training opportunities, and an inclusive work culture.

Seventh, although Generation Z has high levels of psychological well-being, psychological stress in the workplace remains. Their emotional adaptability, supported by social networks, clear life goals, and access to information, makes them sensitive to the alignment of work with their personal values. High levels of psychological well-being alone are not enough to protect against *burnout*; therefore, organizational interventions must include structural improvements to work systems.

Ultimately, this discussion highlights that occupational *burnout* is a significant issue for organizations employing Generation Z. The findings of this study can serve as a roadmap for organizations in Klaten Regency to implement HR management transformation. This transformation could involve more balanced workload distribution, increased support from supervisors, providing flexibility, and establishing mental health programs. Without these measures, organizations risk experiencing high *turnover rates*, which can lead to increased recruitment costs, the need for retraining, and decreased productivity.

Conclusions and Recommendations

This study investigated the impact of *burnout* and psychological well-being on *turnover intentions* among Generation Z employees in Klaten Regency. The study sample consisted of 98 respondents working in various sectors, including manufacturing, retail, services, sole proprietorships, and education. The findings indicate that the daily work environment significantly influences the psychological dynamics of young workers. Descriptive statistics indicate that the level of *burnout among* workers is moderate ($M = 28.94$), psychological well-being is good ($M = 32.67$), and *turnover intentions* are also in the moderate range ($M = 27.88$). These findings suggest that although Generation Z has adequate psychological resilience and adaptability, work-related stress continues to influence their tendency to change jobs. Furthermore, multiple linear regression analysis showed a significant positive relationship between *burnout* and *turnover intentions* ($\beta = 0.41$; $p = 0.000$), while psychological well-being showed a significant negative relationship ($\beta = -0.28$; $p = 0.001$) when tested simultaneously with *burnout*.

These findings highlight that high levels of *burnout are correlated with increased turnover intentions*, while positive psychological states can reduce *turnover intentions*, although not sufficiently so when *burnout* is severe. Consequently, *burnout* emerges as a key determinant influencing *turnover intentions* in Generation Z, surpassing the impact of their psychological well-being. The research model indicates that *burnout* and psychological well-being collectively account for 46.3% of the variance in turnover intentions, while the remaining 53.7% is due to other factors, including job satisfaction, organizational culture, leadership style, career development opportunities, workload, and flexibility of work arrangements.

Based on these findings, it is important to provide recommendations. These recommendations will benefit organizations, Generation Z employees, and future researchers, and will ensure the research findings are used effectively.

Organizations employing Generation Z should prioritize workload management and employee psychological well-being, given that *burnout* has been shown to be a key driver of turnover intentions. Companies can restructure workloads to make them more achievable, strengthen support through responsive supervision, and foster open communication channels. Furthermore, providing supportive resources, such as in-house counseling services, stress management training, or mental health recovery days, can contribute to reducing psychological *burnout*. Given that Generation Z prefers a less rigid work environment, work flexibility should also be a key consideration.

Meanwhile, Generation Z employees need to develop self-management skills to cope with workplace demands. This can be achieved by implementing adaptive coping strategies, including time

management, effective communication, and a willingness to seek help when workloads increase. Maintaining a balance between professional and personal life is crucial to preventing *burnout*; in addition, raising awareness of the early signs of psychological exhaustion is crucial to enable faster preventative action.

Future research should include additional variables that may influence *turnover intentions*, including job satisfaction, leadership style, or career development opportunities. Using a mixed-methods approach could yield a more comprehensive understanding, while expanding the sample size and implementing *longitudinal* measurements would facilitate a more in-depth examination of workers' psychological states and their fluctuations.

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