



THE INFLUENCE OF WORKLOAD AND EMPLOYEE SKILLS ON JOB BURNOUT AMONG GENERATION Z EMPLOYEES AT APARTEMENT BALE HINGGIL SURABAYA

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Abstract. This study aims to analyze the effect of workload and employee skills on job burnout among Generation Z employees at Apartemen Bale Hinggil Surabaya. The increasing work demands and variations in employee skill levels have led to different levels of work pressure and psychological fatigue. This research uses a quantitative approach with a survey method. The population consists of 92 employees, and the sample of 48 respondents was determined using the Slovin formula with a 10% error tolerance. Data were collected using questionnaires with a Likert scale and analyzed using multiple linear regression with the SPSS 26.0 software. The results show that workload has a positive and significant effect on job burnout, indicating that higher work pressure increases employees' emotional and physical exhaustion. In contrast, employee skills have a positive but not significant effect, suggesting that lower skill levels may increase burnout risk but are not the primary cause. The findings imply that organizations must manage workload distribution and improve employees' skills to prevent burnout and maintain sustainable productivity among Generation Z workers.

Keywords: Workload, Employee Skills: Job Burnout; Generation Z

1. Introduction

In an era of global competition and rapid technological development, a new generation of workers, particularly Generation Z, is beginning to dominate several industrial sectors. This generation is known for its superior technological adaptability, strong desire for growth, and high expectations for work-life balance (Benítez-Márquez et al., 2022; Tu et al., 2025). However, these advantages often face real challenges in the workplace, particularly when companies fail to manage workloads and skill utilization appropriately (Lee et al., 2020). Bale Hinggil Apartment Surabaya, as an organization in the property and residential services sector, employs many employees from the Generation Z group. In practice, the work abilities of Generation Z employees vary widely.

Some employees have limited work skills, both in technical aspects, communication, and time management which makes them slower in completing tasks, more easily stressed, and less adaptive to job pressure (Kim & Park, 2021). These low skills cause employees to take longer to complete work, have difficulty adapting to pressure, and easily feel stressed when faced with significant demands and responsibilities (Munandar, 2020).

This condition often results in an increased perceived workload, even though the number of tasks assigned is relatively the same as other colleagues. The imbalance between work capabilities and job demands makes the workload feel psychologically heavier. A high workload, if not balanced with adequate job skills, can cause emotional, physical, and mental stress.

Employees with limited capabilities must expend more energy and time to meet organizational expectations. In the long term, this can lead to job burnout, a condition of emotional exhaustion, depersonalization (cynicism toward work and coworkers), and a decreased sense of personal accomplishment due to ongoing work pressure (Dudija & Putri, 2025).

The Influence of Workload and Employee Skills on Job Burnout Among Generation Z Employees at Apartement Bale Hinggil Surabaya

Table 1. Employee Turnover Data at Bale Hinggil Apartments, Surabaya, 2022-2025

Year	Number of employees at the beginning of the year	Number of employees at the end of the year	Number of employees who left	Number of employees who joined	% turnover
2022	95	90	10	5	10,3 %
2023	90	85	15	23	16,9 %
2024	85	70	25	10	32,3 %
2025	70	92	18	40	22,5 %

Source: Internal data of Bale Hinggil Apartment Surabaya (2025)

Based on Table 1, it can be seen that employee turnover has increased year after year, particularly in the 2023-2024 period, which reached 32.3%. This indicates a relatively high level of employee turnover, which can be caused by increasing workloads, job stress levels, and limited employee skills in adapting to job demands. This trend provides an important basis for research analyzing the influence of workload and employee skills on job burnout among Generation Z employees.

The phenomenon of job burnout is a significant concern for management because it directly impacts work productivity, loyalty, and service quality. If left untreated, this condition can increase absenteeism and turnover intentions, as well as decrease motivation and job satisfaction. Therefore, it is crucial for organizations to understand how workload and employee skills influence the emergence of job burnout, particularly among Generation Z employees in service workplaces like the Bale Hinggil Apartments in Surabaya.

The organizational environment at Bale Hinggil Apartments in Surabaya is also a significant contributing factor to the emergence of burnout. However, this research will focus on two main variables: workload and employee skills, as direct predictors of job burnout. Poor job skills can make it difficult for employees to cope with job demands, making the workload feel heavier and potentially triggering job burnout. Meanwhile, excessive workloads without adequate work skills will accelerate the onset of emotional exhaustion and decreased work motivation.

This phenomenon not only impacts the psychological well-being of Generation Z employees but also productivity, service quality, job satisfaction, employee retention, and organizational reputation. If job burnout is left unaddressed, it is possible that absenteeism rates will increase, turnover intentions will increase, and interactions with apartment residents will decline, all of which are detrimental to the organization.

Based on this description, this study aims to determine the influence of employee skills and workload on job burnout among Generation Z employees at the Bale Hinggil Apartment in Surabaya. Therefore, the results are expected to provide recommendations for management in designing fairer task allocation, training, and workload policies to ensure employees remain psychologically healthy and productive.

Several previous studies have shown that excessive workload has a positive relationship with job burnout. Lee et al. (2020) suggest that high work demands increase emotional exhaustion and decrease job satisfaction. Similarly, Dudija and Putri (2024) found that workload has a significant positive effect on burnout among Generation Z employees in Indonesia, with work stress acting as a mediating factor. Another study by Rahman and Utami (2023) on employees in media companies revealed that a high workload significantly predicts burnout, while psychological capital helps reduce its impact. Furthermore, Tu et al. (2025) demonstrated that high job demands that exceed employees' adaptive capacity accelerate mental fatigue and reduce motivation and engagement.

In addition, Lestari et al. (2024) found that workload and job stress significantly contribute to burnout among Generation Z employees in the manufacturing sector, emphasizing

The Influence of Workload and Employee Skills on Job Burnout Among Generation Z Employees at Apartement Bale Hinggil Surabaya

the importance of work–life balance in preventing emotional exhaustion. Likewise, research by Taufik (2024) stated that Millennials and Generation Z are more likely to experience burnout and disengagement when exposed to prolonged workload pressure and limited managerial support. Pusparani (2025) also observed that young employees in early career stages tend to experience burnout more easily due to limited work experience and coping strategies, while Benítez-Márquez et al. (2022) emphasized that Generation Z’s technological adaptability does not always translate into resilience toward workload stress.

Conversely, low employee skills have also been shown to exacerbate work stress because individuals struggle to meet job expectations (Kim & Park, 2021). Poor skills can hinder performance efficiency, cause time management problems, and increase employees’ perceived workload. Armstrong and Taylor (2020) further emphasized that continuous skill development acts as a psychological resource that helps employees cope with workload challenges more effectively. Therefore, both excessive workload and low employee skills can jointly influence the likelihood of burnout, especially among Generation Z employees who are ambitious yet often lack sufficient adaptive and emotional resilience to handle job stress.

However, a research gap remains: there are few studies that simultaneously examine the influence of workload and employee skills on job burnout in the property services sector, particularly with a focus on Generation Z. Most previous research has focused on the manufacturing, education, and banking industries, while service sectors such as apartments have job characteristics that demand different interpersonal skills, emotional service, and psychological resilience (Lestari & Almanshur, 2025).

Furthermore, Generation Z has unique characteristics: they tend to be ambitious and familiar with technology, but often have limited work experience and adaptive skills. This makes them more vulnerable to stress and job burnout than previous generations (Benítez-Márquez et al., 2022). Therefore, this study is important to fill this gap by examining how high workload and low work skills can affect the level of job burnout in Generation Z employees at Bale Hinggil Apartment Surabaya.

The objectives of this study are to analyze the effect of workload on job burnout among Generation Z employees at Bale Hinggil Apartment Surabaya, to analyze the effect of employee skills on job burnout among Generation Z employees at Bale Hinggil Apartment Surabaya, and to analyze the simultaneous effect of workload and employee skills on job burnout among Generation Z employees at Bale Hinggil Apartment Surabaya.

This research is based on the Job Demands–Resources (JD-R) Theory developed by Demerouti et al. (2001) and further developed by Bakker and Demerouti (2017). This theory explains that every job has two main categories of characteristics: job demands and job resources, which collectively influence employee well-being and performance. Job demands encompass the physical, psychological, social, or organizational aspects of the job that require sustained physical and mental effort and, therefore, can lead to stress or burnout if excessive. In the context of this research, workload is categorized as a job demand because it indicates the level of pressure, task load, and time demands that Generation Z employees must meet at Bale Hinggil Apartment, Surabaya. Conversely, job resources are aspects of work that help individuals achieve work goals, reduce job demands, and encourage personal and professional growth. In this research, employee skills are positioned as a job resource because good skills enable employees to deal with work pressure more effectively, increase efficiency, and reduce the potential for work burnout.

Previous research suggests that workload positively correlates with job burnout (Lee et al., 2020; Dudija & Putri, 2024), while higher employee skills are expected to reduce burnout risk (Kim & Park, 2021). Based on the literature and theoretical framework, the hypotheses proposed in this study are:

The Influence of Workload and Employee Skills on Job Burnout Among Generation Z Employees at Apartement Bale Hinggil Surabaya

- H₁: Workload has a positive and significant effect on job burnout among Generation Z employees at Bale Hinggil Apartment Surabaya.
- H₂: Employee skills have a negative effect on job burnout among Generation Z employees at Bale Hinggil Apartment Surabaya.
- H₃: Workload and employee skills simultaneously affect job burnout among Generation Z employees at Bale Hinggil Apartment Surabaya.

2. Research Method

This research used a quantitative approach with a survey method. The primary objective of this study was to determine the effect of workload and employee skills on job burnout among Generation Z employees at the Bale Hinggil Apartment in Surabaya.

The quantitative approach was chosen because it allows researchers to objectively measure the relationship between variables using statistically processed numerical data. Data were collected through questionnaires distributed to respondents, accompanied by field observations to obtain a realistic picture of the working conditions, skill levels, and workload experienced by employees.

The population in this study was all Generation Z employees working at the Bale Hinggil Apartment in Surabaya, totaling 92 people. Sampling was conducted using the Slovin formula with an error tolerance of 10%, as the population size was less than 100 people. Based on this calculation, a sample size of 48 respondents was obtained. The sampling technique used was simple random sampling, ensuring that each member of the population had an equal opportunity to become a respondent (Sugiyono, 2019).

$$n = \frac{N}{1 + N(e)^2} = \frac{92}{1 + 92(0.1)^2} = 48$$

This study used primary and secondary data. Primary data was obtained directly from respondents through the following methods:

- a. Questionnaire
The primary data collection instrument was a questionnaire with a Likert scale of 1–5, ranging from "Strongly Disagree" to "Strongly Agree." This questionnaire measured employee perceptions of employee skills, workload, and job burnout.
- b. Observation
Conducted to observe working conditions, task distribution, and interactions between employees to gain a contextual understanding of the causes of burnout.
- c. Structured Interview
Conducted with several Generation Z employees and management to strengthen findings regarding limited job skills, workload perceptions, and employee psychological well-being.
- d. Documentation
Collected secondary data in the form of company profiles, organizational structures, and internal policies relevant to work systems and human resource management.

Table 2. Operational Definition of Variables

Variabel	Definition	Indicator	Scale
Workload (X₁)	Workload is the number of tasks and responsibilities that an employee must complete within a certain time with available resources, both physically and mentally (Munandar, 2020).	e. Number of tasks assigned f. Work deadlines g. Work pressure h. Frequency of overtime i. Job demand	Ordinal

The Influence of Workload and Employee Skills on Job Burnout Among Generation Z Employees at Apartement Bale Hinggil Surabaya

Variabel	Definition	Indicator	Scale
Employee Skills (X₂)	The level of an individual's ability to perform work effectively according to the demands of their position and responsibilities. Low job skills can lead to difficulties managing workloads and increase the risk of emotional exhaustion (Armstrong & Taylor, 2020).	1. Technical skills 2. Communication skills 3. Adaptability 4. Problem solving 5. Time management 6. Teamwork ability	Ordinal
Job Burnout (Y)	A condition of emotional, mental, and physical exhaustion due to prolonged work pressure that is not balanced by the ability to face work demands (Maslach & Leiter, 2016).	1. Emotional exhaustion 2. Depersonalization 3. Decreased personal accomplishment 4. Physical and mental exhaustion 5. Loss of work motivation	Ordinal

The Employee Skills variable in this study was measured using a reflective measurement model, which assumes that each observable indicator represents an outward expression of the latent construct. This model is appropriate because skills are not directly measurable—they are internal capabilities that must be inferred through consistent patterns of behavior and performance. Six dimensions were selected to represent this construct, namely technical skills, communication, adaptability, problem-solving, time management, and teamwork, all of which have been widely recognized in Human Resource Management literature as core components of workforce competence. These dimensions collectively capture both technical and interpersonal aspects of employee capability.

Each indicator was developed and adapted from established HRM references, including Armstrong and Taylor (2020), Campion et al. (2011), and Robbins and Judge (2019). Indicators were measured using a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree) to capture respondents perceived skill levels with sufficient sensitivity and statistical relevance. The use of a Likert scale aligns with standard measurement approaches in organizational behavior research, allowing for the quantitative assessment of multidimensional constructs such as employee skills. This scaling method also minimizes response bias and enables reliable interpretation across diverse respondents.

To ensure the accuracy and consistency of the measurement instrument, the indicators underwent both validity and reliability testing. Construct validity was assessed using loading factor analysis, with acceptable values of ≥ 0.50 indicating that each item successfully measured the intended construct. Reliability was evaluated using Cronbach's Alpha, with results of ≥ 0.70 confirming strong internal consistency among the indicators. Together, these tests demonstrate that the reflective measurement model used in this study is theoretically sound, empirically supported, and statistically robust for capturing variations in employee skill levels.

Data analysis was carried out using the SPSS version 26 program with the following stages:

a. Validity dan Reliability Test

The validity test was conducted to determine whether each questionnaire item accurately measured the intended variable. The results showed that all statement items had an *r-count* value greater than *r-table* (0.284) with significance values below 0.05, indicating that all items were valid.

The reliability test was used to measure the consistency of the instrument. The results showed that the Cronbach's Alpha values for each variable were greater than 0.70, indicating high reliability: Workload (X₁) = 0.856, Employee Skills (X₂) = 0.823, and Job

The Influence of Workload and Employee Skills on Job Burnout Among Generation Z Employees at Apartement Bale Hinggil Surabaya

Burnout (Y) = 0.879. Therefore, all variables are considered reliable and consistent for further analysis.

b. Classical Assumption Test

The classical assumption test was conducted to ensure that the regression model met statistical requirements.

- Normality test: The Kolmogorov-Smirnov significance value was 0.200 (> 0.05), indicating that the data were normally distributed.
- Multicollinearity test: Tolerance values were > 0.10 (Workload = 0.764; Employee Skills = 0.764), and VIF values were < 10 (Workload = 1.308; Employee Skills = 1.308), showing no multicollinearity.
- Heteroscedasticity test: The significance values for both independent variables were greater than 0.05 (Workload = 0.625; Employee Skills = 0.713), indicating no heteroscedasticity problem.

c. Multiple Linear Regression Analysis

Used to determine the effect of workload (X_1) and employee skills (X_2) on job burnout (Y).

The regression equation is:

$$Y = a + b_1X_1 + b_2X_2 + e$$

Where:

Y = Job Burnout

X_1 = Workload

X_2 = Employee Skills

a = Constanta

b_1, b_2 = Coefficient regresion

e = Error term

d. T test

To determine the influence of each independent variable (workload and employee skills) on job burnout individually.

e. F test

To determine the influence of workload and employee skills together on job burnout.

f. R Square

Used to determine how much of the independent variable explains the variation in the dependent variable

3. Result and Discussion

Table 3. Results of Multiple Linear Regression Analysis

Variable	Coefficients (B)	Std. Error	Beta	t calculated	Sig.	Desc.
(Constant)	9.295	2.457	–	3.784	0.000	Significant
Workload (X_1)	0.349	0.167	0.367	2.092	0.042	Significant
Employee Skills (X_2)	0.200	0.129	0.272	1.552	0.128	Unsignificant
R	0.596					
R ²	0.355					
Adjusted R ²	0.326					
F Calculated	12.376				0.000	Significant
N	48					

Source: SPSS version 26 output results, 2025

The Influence of Workload and Employee Skills on Job Burnout Among Generation Z Employees at Apartement Bale Hinggil Surabaya

1. The Effect of Workload on Job Burnout

Based on the results of the partial test (t-test), the Workload (X_1) variable has a significance value of $0.042 < 0.05$, which indicates a positive and significant effect on Job Burnout (Y). The regression coefficient value of 0.349 shows that every increase in workload will increase the level of job burnout among Generation Z employees at Bale Hinggil Apartment Surabaya. This result indicates that the higher the job demands, time pressure, and workload faced, the greater the likelihood that employees will experience emotional, physical, and mental exhaustion. These findings are consistent with Lee et al. (2020), who stated that excessive workload is positively related to burnout levels, especially among younger employees who may not yet be fully capable of managing work-related stress.

2. The Effect of Employee Skills on Job Burnout

The partial test results show that the Employee Skills (X_2) variable has a significance value of $0.128 > 0.05$, which means it does not have a significant effect on Job Burnout. However, the regression coefficient is positive (0.200), indicating that the direction of the relationship between low employee skills and job burnout aligns with the hypothesis, but the effect is not statistically strong. This finding suggests that Generation Z employees with limited job skills are indeed more vulnerable to work-related stress, but workload and organizational pressure play a more dominant role in the occurrence of burnout. These results differ from Kim and Park (2021), who found that lower job competence directly increases burnout, but align with Pratama and Wicaksono (2023), who emphasized that job skills need to be supported by organizational support to have a significant effect on employees' psychological well-being.

3. The Simultaneous Effect of Workload and Employee Skills on Job Burnout

Based on the results of the F-test, the calculated F value is 12.376 with a significance value of $0.000 < 0.05$, indicating that Workload and Employee Skills simultaneously have a significant effect on Job Burnout. The coefficient of determination (R^2) value of 0.355 shows that 35.5% of the variation in Job Burnout can be explained by the two independent variables (Workload and Employee Skills), while the remaining 64.5% is influenced by other factors outside this study, such as organizational support, leadership, work motivation, and work-life balance. Thus, it can be concluded that workload is the dominant factor contributing to burnout, while employee skills play a smaller yet still relevant role in shaping employees' readiness to cope with work-related pressures.

The results of this study indicate that workload has a significant effect on job burnout, while employee skills do not have a significant effect. This finding confirms that high work pressure continues to be the main factor contributing to emotional exhaustion among Generation Z employees at Bale Hinggil Apartment Surabaya.

Employees with limited skills tend to require more time and energy to complete the same tasks compared to their more competent colleagues. Although the statistical effect of employee skills is not significant, this condition can still amplify the negative impact of high workload, as employees with lower abilities are more likely to feel overwhelmed. Therefore, the company needs to balance workload and individual capabilities to minimize the risk of burnout.

This finding is consistent with Dudija and Putri (2025), who revealed that a high workload has a positive relationship with burnout among Generation Z employees, where work stress serves as an important mediating factor. The results are also in line with Lestari and Almanshur (2025), who found that workload and workload imbalance can trigger burnout and increase turnover intention among young employees in the service sector.

Meanwhile, this study's results differ from Kim and Park (2021), who found that job skills have a direct effect on burnout. This difference may be attributed to the characteristics of

The Influence of Workload and Employee Skills on Job Burnout Among Generation Z Employees at Apartement Bale Hinggil Surabaya

the respondents in this study, where most Generation Z employees are still in the early stages of their careers and have limited work experience. As a result, burnout is more likely caused by heavy job demands and high organizational expectations, rather than differences in skill levels.

Furthermore, this study is supported by Tu et al. (2025), who stated that high job demands that are not balanced with individual adaptive capacity can accelerate psychological fatigue and reduce motivation. Therefore, maintaining a proportional workload, continuously enhancing employee skills, and ensuring adequate organizational support are essential strategies to prevent burnout and sustain the psychological well-being of Generation Z employees in modern work environments.

Based on the findings of this study, organizations can implement two key interventions-load redistribution and training programs-to enhance employee skills while simultaneously reducing the risk of burnout. These interventions address structural and individual factors contributing to performance and well-being, making them highly relevant in operational environments with fluctuating workloads and high task intensity.

1. Load Redistribution

Load redistribution focuses on creating a more equitable distribution of tasks across employees to avoid excessive workload accumulation on specific individuals or groups. This intervention begins with a structured workload analysis, which involves identifying the volume, complexity, and timing of tasks associated with each role. By understanding these patterns, managers can make informed decisions to reallocate responsibilities based on employees' available capacity and existing skillsets.

In addition, task reallocation ensures that employees are assigned duties that align with their strengths, allowing them to work more efficiently and reducing unnecessary cognitive strain. Job rotation can also be implemented to diversify skill development and prevent monotony, enabling employees to gain exposure to various job functions and improving operational flexibility. Finally, equitable scheduling practices, particularly during peak hours, help prevent work overload and ensure that staffing aligns with workflow demands. Collectively, these practices reduce psychological pressure, increase fairness perceptions, and provide employees with opportunities to expand their skill competencies in a balanced environment.

2. Training and Skill Development

Training represents a direct and proactive intervention for improving the capabilities of employees. Effective programs begin with technical training, which focuses on mastery of Standard Operating Procedures (SOPs), equipment handling, and job-specific competencies necessary for performing tasks efficiently. This ensures that employees possess the foundational skills required for operational excellence.

Beyond technical proficiency, organizations should prioritize soft-skill development, including communication, teamwork, leadership, problem-solving, and time management. These skills are essential for navigating dynamic work environments, especially in service-oriented industries where coordination and customer interaction are frequent. On-the-job training, conducted under the guidance of senior staff or supervisors, allows employees to learn through direct practice and receive real-time feedback, strengthening their confidence and task familiarity.

Additionally, cross-training programs equip employees with the ability to perform multiple roles, increasing workforce versatility and reducing dependency on specific individuals. This not only enhances individual competencies but also strengthens the organization's capacity to manage unexpected absences, high-demand periods, or staffing

The Influence of Workload and Employee Skills on Job Burnout Among Generation Z Employees at Apartement Bale Hinggil Surabaya

gaps. Overall, well-designed training interventions contribute to improved employee performance, greater job satisfaction, and heightened organizational resilience.

4. Conclusion and Recommendations

The results of this study show that workload has a positive and significant effect on job burnout, meaning that the higher the workload employees receive, the greater the level of emotional, mental, and physical exhaustion they experience. Conversely, employee skills have a positive but not significant effect on job burnout, indicating that lower job skills can increase the risk of burnout but are not the main contributing factor. Simultaneously, both variables are proven to have a significant effect on burnout, with a coefficient of determination (R^2) of 0.355, meaning that 35.5% of the variation in burnout can be explained by workload and employee skills, while the remaining 64.5% is influenced by other factors outside this research model.

Based on these results, it can be concluded that high work pressure remains the main cause of burnout among Generation Z employees at Bale Hinggil Apartment Surabaya. Meanwhile, low employee skills worsen this condition, although they are not the dominant factor. Therefore, the company's management needs to regulate workloads proportionally according to each employee's capabilities to prevent excessive task accumulation. In addition, programs for improving job skills through training, coaching, or continuous professional development are highly needed so that employees can better adapt to job demands and organizational pressures.

For future research, it is recommended to include other variables such as organizational support, leadership style, or work-life balance to broaden the understanding of the factors contributing to burnout among young employees. Studies conducted in different sectors and regions are also needed to enhance the generalization of findings and provide a more comprehensive picture of burnout dynamics among Generation Z employees in Indonesia.

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The Influence of Workload and Employee Skills on Job Burnout Among Generation Z Employees at Apartement Bale Hinggil Surabaya

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