



THE EFFECT OF WORK STRESS AND SOCIAL SUPPORT ON BURNOUT ON GEN Z WORKERS IN TASIKMALAYA CITY

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Abstract. The phenomenon of burnout is a serious concern among young workers, especially Generation Z in Tasikmalaya City, who are now faced with high work pressure, high expectations, and the process of adapting to the modern work environment. This condition has a direct impact on their psychological well-being and productivity. This study aims to analyze the effect of work stress and social support on burnout in Gen Z workers in Tasikmalaya City. Based on the Job Demands-Resources (JD-R) hypothesis, which states that burnout happens when job demands surpass an individual's resources, the study was carried out quantitatively using the survey method. A total of 103 respondents who were Gen Z workers aged 18–26 years participated in this study. Multiple linear regression is used in data analysis with SPSS software. According to the findings, burnout was positively and significantly impacted by work stress ($p < 0.05$), meaning that the more work stress there is, the greater the emotional and mental fatigue experienced by workers. In contrast, social support did not show a partially significant effect on burnout ($p > 0.05$). However, simultaneously, work stress and social support were shown to have a significant effect on burnout, with a contribution of 75.3% ($R^2 = 0.753$). These findings underscore the importance of maintaining a balance between work demands and social support to prevent burnout in Gen Z workers.

Keywords: Work Stress; Social Support; Burnout.

1. Introduction

The rapid development of technology and digitalization has changed the way organizations operate while increasing the demands on employee performance. The ability of a company's human resources (HR) to adjust to the demands of global competition is now just as important to its success as system innovation (Rahsel & Gumanti, 2022). In research Muchtar, (2025) The younger generation, especially Generation Z, is starting to become the main force in the world of work. Generation Z employees are required to be flexible, productive, and able to work under pressure, but at the same time face a variety of different emotional and social challenges than previous generations. This transition brings local implications in Tasikmalaya City, where data from the Central Statistics Agency Lake Malaya, (2024) shows that around 28.20% of the population is part of Generation Z who are now entering the world of work. This change brings new opportunities as well as pressure for Gen Z workers who have to adapt to the world of work.

Phenomenon Burnout is now a global concern, Through a survey Morelli et al., (2023) reported that about 51% of workers in the United States experienced Burnout caused by prolonged work stress and excessive working hours with the highest rates found among young employees. In Indonesia, the Asia Care Survey report by Manulife, (2024) It shows that 56% of workers are worried about stress and mental fatigue due to the ever-increasing pressure of work. Surveys according to previous research support the context of Gen Z employees in Tasikmalaya. Burnout itself describes a state of emotional exhaustion, the emergence of a cynical attitude towards work, and a decrease in a sense of personal achievement (Maslach & Leiter, 2016). Drawing from the Job

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Demands–Resources (JD-R) Model's grand premise, burnout It occurs when job needs outweigh employees' resources (job resources). In the context of Generation Z, this imbalance is increasingly felt as they are faced with high expectations early in their careers, while their experience and social support are still limited.

Work stress is one of the main factors that trigger Burnout. This condition occurs when individuals feel that the demands of the job exceed their ability to cope with it, leading to mental and emotional exhaustion (Rahmawati & Putri, 2020). Conversely, social support from co-workers, bosses, and family can be an important resource that helps individuals manage stress and reduce risk Burnout (Bi et al., 2022). When the balance between work demands and social support is disrupted, young workers become more vulnerable to prolonged psychological burnout. Some previous research supports the view that high job demands without adequate social support can increase risk Burnout (Bakker et al., 2022; TKM Thangal et al., 2022). However, most previous studies have focused on professions such as healthcare workers and academics (Ruisoto et al., 2021; Shahwan et al., 2024), where social support is generally formal and structured. Meanwhile, for young workers in Tasikmalaya, forms of social support are often more informal, coming from peers. This condition makes it difficult to generalize findings from the professional sector to the context of young workers in developing regions. In addition, most studies still place social support as a moderation variable, rather than a direct influencing factor Burnout (Cao et al., 2024). In fact, some recent studies have shown that a lack of social support can directly exacerbate the impact of work stress and increase risk Burnout (Moisoglou et al., 2024; Vandenbulcke et al., 2024).

Based on this idea, the Job Demands–Resources Model theory serves as the primary conceptual framework for this study, which attempts to examine the impact of work stress and social support on burnout in Generation Z employees in Tasikmalaya City. According to this theory, burnout happens when job demands surpass an individual's available resources. In this study, the variable work stress is considered as pressure arising from work demands that involve the individual's ability to cope with it, so that it has the potential to cause burnout. Using the JD-R frame of mind, this study examines how the level of work stress (job demands) contributes to burnout in Generation Z workers, while paying attention to the role of social support as one of the job resources that can be a buffer or buffer against the negative impact of work stress.

2. Research Methods

The research method used in this study is a quantitative method with a survey approach. This study aims to examine the causal relationship between work stress (X_1) and social support (X_2) on Burnout (Y) to Generation Z workers in Tasikmalaya City. The quantitative approach was chosen because it is based on the philosophy of positivism, where data is collected objectively, measurable, and statistically processed to test the hypothesis that has been formulated (Scott, 2019). Data collection was carried out by questionnaire with a likert scale distributed to respondents.

This questionnaire was compiled based on three main constructs of the research. First, the work stress variable was measured using indicators from Afandi, (2018) namely work tasks, role demands, interpersonal demands, organizational structure, and leadership. Second, the social support variable is measured using indicators from Saudi et al., (2024). which includes family support, friend support, and significant other support. Third, the *Burnout* measured using indicators from Baron & Greenberg,

(2003) and Chairina, (2019) namely physical fatigue, emotional fatigue, mental fatigue, and low self-esteem or personal achievement.

The population in this study is all Generation Z workers who work in the Tasikmalaya City area who were born between 1997 and 2012 and have entered the world of work. Because it is not known the number of Generation Z employee population in the city of Tasikmalaya Therefore, the researcher in determining the sample uses probability sampling using the cluster sampling method, because the population is spread across various job sectors in the city of Tasikmalaya. Such as the service sector, creative industry, retail, and culinary. Once a region or cluster is determined, researchers use purposive sampling to select individuals who meet the research criteria. With clitteria (1). women and men (2). employees aged 18-26 years (3). Work in the city of Tasikmalaya. Since the exact number of the population is not known, the determination of the sample size is carried out using the Lemeshow formula, which is appropriate to be used when the exact number of the study population is not known (Riyanto & Hatmawan, 2020) with a minimum of 96 respondents and rounded up to 100 respondents.

The data obtained was analyzed by linear regression using SPSS (Statistical Package for the Social Sciences) through several stages. First, a descriptive analysis was carried out to describe the characteristics of the respondents and the data distribution of each variable based on the average, minimum, maximum, and standard deviation values (Sugiyono, 2019). Second, a data quality test was carried out which included a validity test with the Pearson Product Moment correlation (a valid item if $r > 0.3$ and $p < 0.05$) and a reliability test using Cronbach's Alpha (reliable if $\alpha > 0.70$).

Next, a classical assumption test was performed, which included normality, multicollinearity (tolerance > 0.1 and VIF < 10), and heteroscedasticity (no if $p > 0.05$). Multiple linear regression analysis was the last step, which used a t-test and a F test with a significance level of 0.05 to examine the partial or simultaneous effects of work stress and social support on burnout. To determine the extent to which the two independent factors contribute to the explanation of variation in burnout, the determination coefficient (R^2) value is utilized.

3. Results and Discussion

Respondent Profile

Based on the results of the distribution of questionnaires to 100 Generation Z workers in Tasikmalaya City, an overview of the characteristics of respondents was obtained. Respondents' data was grouped by gender, length of work, and field of work. Based on gender, most of the respondents were women with 69%, while men as much as 31%. When viewed from the length of work, respondents with a working period of less than one year were the largest group, namely 48.7%, followed by respondents who had worked between one and three years as much as 36.3%, and those who had worked for more than three years as much as 15%. In terms of employment, most respondents work in the service sector at 31%, followed by the creative industry sector at 24.8%, and retail at 23.9%. Others work in the fields of food, beauty, and culinary.

The formula for multiple linear regression equations can be expressed as follows using the above table as a guide:

$$Y=14.689+0.654X_1-0.077X_2$$

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Table 1. Multiple Linear Regression Test

Type	Coefficient			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
1	(Constant)	14.689	4.926	2.982	.004
	Work Stress	.654	.037	.872	.000
	Social Support	-.077	.068	-.056	.262
Dependent Variable: <i>Burnout</i>					

Source: Primary data processed by researchers (2025)

It is known from the regression equation above that constant (a) has a positive value of 14.689, which means that if the variables of work stress (X_1) and social support (X_2) have zero or constant values, then the value of burnout (Y) is at 14.689. This value shows that without the influence of work stress or social support, the level of burnout still has a certain basic value. Furthermore, the value of the regression coefficient for work stress (X_1) was 0.654. The value is positive, which shows a positive influence between work stress and burnout. This means that every one unit increase in work stress will increase the burnout value by 0.654 units, assuming the other variables are constant. This means that the higher the level of work stress experienced by Generation Z workers, the higher the level of burnout felt. Meanwhile, the value of the regression coefficient for social support (X_2) was -0.077. This value is negative, indicating the opposite effect between social support and burnout. This means that the higher the social support received by workers, the burnout rate tends to decrease by 0.077 units. However, because the significance value of social support is 0.262 (> 0.05), the effect is not statistically significant. In other words, even though the direction of the relationship is negative, social support is not strong enough to reduce the level of burnout in Generation Z workers in Tasikmalaya City. These results show that work stress has a dominant influence on burnout compared to social support. Work pressure factors and demands in the professional environment are the main triggers for the emergence of burnout in young workers, while social support has not been able to provide sufficient protection against the work stress they experience.

Partial Regression Coefficient Test (t-test)

The significant value for each variable is free to display various results, according to the table of output coefficients in the t-test. The social support variable (X_2) had a significance value of $0.262 > 0.05$, but the work stress variable (X_1) had a significance value of $0.000 < 0.05$. Thus, it is possible to draw the conclusion that burnout is significantly impacted by work stress, but not by social support. The comparison between the calculation's t-value and the t-table also reveals the foundation for the t-test's decision-making process. $Df = n - k - 1 = 100 - 2 - 1 = 97$ is the formula used to determine the table's t-value, which comes out to be 1.985. Based on the analysis's findings, it can be said that work stress significantly and favorably affects burnout. The work stress variable (X_1) had a computed t-value of $17.452 > 1.985$. This implies that the degree of burnout experienced by Generation Z employees increases with the amount of work-related stress they face. In contrast, the computed t-value for the social support variable (X_2) is $-1.129 < 1.985$, indicating that social support has no discernible impact on burnout. Despite having a negative direction of influence, the link is not statistically significant.

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Simultaneous Regression Coefficient Test (f-test)

Table 2. Results of the t-test (partial)

	Type	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	21158.723	2	10579.362	152.572	.000 ^b
	Residual	6934.034	100	69.340		
	Total	28092.757	102			
a. Dependent Variable: Burnout						
b. Predictors: (Constant), Social Support, Work Stress						

Source: Primary data processed by researchers (2025)

The F value of the computation is 152.572, as indicated by the ANOVA output table above. The formulas $df1 = \text{the sum of the free variables (k)}$ and $df2 = n - k - 1$ can be used to find the table's F value, which is $df1 = 2$ and $df2 = 100 - 2 - 1 = 97$. The table's F value, calculated at a significance level of 5%, was 3.09. $F_{\text{computed}} (152.572) > F_{\text{table}} (3.09)$, with a significance value of $0.000 < 0.05$, was the result of this comparison. Thus, it can be said that burnout (Y) is significantly impacted by both social support (X_2) and work stress (X_1) at the same time. Given that the two independent variables together have an impact on burnout rates, these findings demonstrate that the regression model employed is both reasonable and practical. This indicates that Tasikmalaya City's Generation Z workers have a higher burnout rate the more stress they endure at work and the less social support they receive.

Coefficient of Determination Test

Table 3. Coefficient of Determination

Model Summary				
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.868a	.753	.748	8.32708
a. Predictors: (Constant), Social Support, Work Stress				

Source: Primary data processed by researchers (2025)

This suggests that the more stress Gen Z employees in Tasikmalaya City face at work and the less social support they receive, the higher their rate of burnout. This figure illustrates the role played by independent variables, namely work-related stress (X_1) and social support (X_2), in influencing the bound variable, namely burnout (Y). This indicates that social support and job stress accounted for 75.3% of burnout, or 0.753, whereas other factors not included in this study, such as workload, work environment, psychological state, and other personal factors, accounted for the remaining 24.7%.

Questionnaire Statements

The questionnaire used in this study consisted of three main variables measured using a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). The following are examples of statement items for each variable that have been tested for validity ($r > 0.3$ and $p < 0.05$) and reliability (Cronbach's Alpha > 0.70).

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Work Stress Variable (X₁)

Adapted from Afandi (2018):

1. I feel the workload I receive is too much
2. I feel confused about my role and responsibilities at work
3. I have conflicts with co-workers or supervisors
4. The organizational structure at my workplace makes it difficult for me to complete tasks
5. My boss's leadership style adds to my work pressure

Social Support Variable (X₂)

Adapted from Saudi et al. (2024):

1. My family provides emotional support when I experience work problems
2. My friends listen and provide useful advice regarding my job
3. There are important people in my life who help me deal with work stress

Burnout Variable (Y)

Adapted from Baron & Greenberg (2003) and Chairina (2019):

1. I feel physically exhausted after working
2. I feel emotionally drained by my job
3. I feel my enthusiasm for work has decreased
4. I feel less confident in my ability to complete work tasks

The Effect of Work Stress on Burnout

Work stress (X₁) significantly and favorably influences burnout (Y) among Generation Z employees in Tasikmalaya City, according to the findings of data processing. The regression coefficient (unstandardized coefficients B) of 0.654 with a significance value of 0.000, which is less than the significance level of 0.05, served as the basis for this choice. The positive regression coefficient value indicates that burnout and work stress are influenced in both directions, meaning that the higher the level of work stress experienced by workers, the higher the level of burnout felt.

These results show that work pressure, responsibility burden, and high-performance demands are the main triggers for burnout among young workers. This condition can be explained through the characteristics of the study respondents. Most of the respondents were workers with less than one year of work (48.7%) and came from the service and retail sectors, which are fields of work that have high pressure on the speed of service and direct interaction with customers. In addition, the majority of respondents are women (69%), who tend to have higher levels of emotional sensitivity to work pressure, especially in environments that demand multitasking and punctuality. The combination of a short working period and high work demands can make individuals more susceptible to stress and emotional exhaustion.

The study's findings are consistent with the Job Demands-Resources (JD-R) theory by Bakker et al. (2023), which states that high job demands can cause work stress and ultimately lead to burnout if not balanced with adequate job resources. In the context of Gen Z workers, work stress also arises due to the process of adapting to the new world of work, target pressures, and social dynamics in a competitive work environment (Rahsel & Gumanti, 2022; Muchtar, 2025).

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This study also supports the findings of Lineuwih et al. (2023) that work stress significantly impacts burnout, which lowers psychological well-being and job satisfaction. If left unaddressed, this condition can trigger turnover intention, especially in the younger generation who tend to look for a more balanced and supportive work environment.

These results have important theoretical implications. The high regression coefficient (0.654) and very strong significance ($p = 0.000$) indicate that work stress is a critical predictor of burnout in the Gen Z population. This strengthens the relevance of JD-R theory in the Indonesian context, particularly for young workers in developing regions such as Tasikmalaya City. From a managerial perspective, these findings underscore the urgent need for companies to prioritize stress management interventions and workload regulation as primary strategies for preventing burnout among Generation Z employees

The Effect of Social Support on Burnout

The results of this study show that social support (X_2) has a negative but not significant effect on burnout (Y), with a regression coefficient of -0.077 and a significance value of 0.262 ($p > 0.05$). Although the direction of the relationship is negative, indicating that higher social support tends to reduce burnout levels, this effect is not statistically significant. These findings indicate that the social support received by Gen Z workers in Tasikmalaya City has not been effective enough in reducing the burnout they experience.

Several factors can explain these findings. First, based on the respondent profile, most workers still have less than one year of work experience (48.7%) and work predominantly in the service and retail sectors, which demand speed, accuracy, and intense interaction with customers. In these conditions, general forms of social support such as empathy or emotional attention may not have met their practical needs in the workplace. What is needed is more instrumental support, such as direct assistance in completing tasks, technical training, or tangible resources to reduce workload (Cao et al., 2024).

Second, Generation Z is known to be more independent and individualistic compared to previous generations (Rahsel & Gumanti, 2022). They tend to rely more on their own abilities in dealing with work problems and are less dependent on social support from the work environment. In addition, forms of social support measured in this study may be more informal and come from outside the work environment (family and friends), while what is needed to reduce work stress is more structured support from within the organization, such as mentoring, supervision, or support from co-workers and superiors (Ruisoto et al., 2021; Shahwan et al., 2024).

Third, there is a possibility that the social support received by respondents has not been optimal in quality or relevance. Research by Moisoglou et al. (2024) shows that not all forms of social support are equally effective in reducing burnout. Support that is responsive, timely, and in accordance with needs is more effective than support that is general and unsolicited. In the context of Gen Z workers who are still in the adaptation phase, they may need more specific support related to skill development, clear guidance on job roles, and constructive feedback on their performance.

These findings have important theoretical implications for understanding the role of social support in the burnout process. Unlike studies in professional sectors such as healthcare or education where social support is consistently proven to reduce burnout

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(Ruisoto et al., 2021; Shahwan et al., 2024), in the context of young workers in developing regions, the effect of social support appears to be more complex and context-dependent. This suggests the need for a more nuanced approach in understanding how social support operates in different work contexts and populations.

The Effect of Work Stress and Social Support on Burnout

According to data processing results, social support (X_2) had a negative but negligible impact on burnout (Y), whereas work stress (X_1) had a positive and significant influence. According to the t test results, t calculated work stress ($17,452$) $>$ t table ($1,985$) with a significance of $0.000 < 0.05$, indicating that Gen Z workers experience burnout at higher levels of work stress. Meanwhile, t calculated social support ($-1,129$) $<$ $1,985$ with a significance of $0.262 > 0.05$, indicating that social support has not had a significant effect in suppressing burnout. The F-test results show that work stress (X_1) and social support (X_2) simultaneously have a significant effect on burnout (Y) with F calculated = $152.572 >$ F table = 3.09 and a significance value of 0.000 ($p < 0.05$). This indicates that the regression model used is valid and feasible. The coefficient of determination (R^2) of 0.753 means that work stress and social support together explain 75.3% of the variation in burnout experienced by Gen Z workers in Tasikmalaya City, while the remaining 24.7% is influenced by other factors not examined in this study, such as workload, work environment, organizational culture, resilience, work motivation, and other personal factors (TKM Thangal et al., 2022).

These findings confirm the Job Demands-Resources (JD-R) theory by Bakker et al. (2023), which states that an individual's psychological well-being is determined by the balance between job demands and job resources. When work demands (in the form of work stress) are high without being balanced by adequate job resources (in the form of social support), individuals tend to experience emotional burnout and decreased performance. Although social support does not show a significant partial effect, its contribution in the simultaneous model remains important as part of an integrated approach to preventing burnout. These results are also consistent with research by Cao et al. (2024), who found that social support in the work environment through open communication, mentoring, and teamwork can help suppress the negative impact of stress on burnout. This suggests that while social support alone may not be sufficient to reduce burnout, it remains an important component in a comprehensive burnout prevention strategy, especially when combined with efforts to reduce work stress.

The high R^2 value (0.753) indicates that the model has strong predictive power and can be used as a basis for developing burnout prevention interventions. However, there are still 24.7% of factors that have not been identified in this study. Future research needs to explore other variables that may contribute to explaining burnout in Generation Z, such as psychological resilience, work-life balance, organizational justice, leadership style, career development opportunities, or digital technology use that characterizes the Gen Z generation.

From a practical perspective, these findings emphasize the importance of an integrated approach in managing burnout. Companies cannot only focus on reducing work stress or only on improving social support, but must implement a holistic strategy that addresses both aspects simultaneously. This includes redesigning work systems to reduce excessive job demands, while building an organizational culture that is supportive, collaborative, and responsive to the psychological needs of Generation Z employees.

5. Conclusions and Recommendations

This study demonstrates that burnout among Generation Z employees in Tasikmalaya City is significantly influenced by work stress. An individual is more likely to experience emotional and mental tiredness if they are under a lot of stress (Bakker et al., 2022; Lineuwih et al., 2023). The regression analysis shows that work stress has a strong positive effect on burnout with a coefficient of 0.654 and a very high significance ($p < 0.001$), meaning that every increase in work stress will significantly increase the level of burnout experienced by Gen Z workers.

Meanwhile, social support does not have a significant partial effect on burnout ($p = 0.262 > 0.05$), although the direction of the relationship is negative as expected. This indicates that the social support received by Gen Z workers in Tasikmalaya has not been effective enough in reducing the burnout they experience. However, when examined simultaneously, work stress and social support together have a significant effect on burnout ($F = 152.572$, $p < 0.001$), with a contribution of 75.3% ($R^2 = 0.753$) to explaining burnout variance (Cao et al., 2024). These results confirm the importance of balancing the demands of work and adequate social support for workers to be able to maintain their psychological well-being (Maslach & Leiter, 2016).

The findings of this study support the Job Demands-Resources (JD-R) theory which states that burnout occurs when job demands exceed available resources (Bakker et al., 2023). In the context of Generation Z workers in Tasikmalaya City, high work stress without adequate resource support becomes the main trigger for burnout.

The characteristics of respondents who are predominantly new workers (48.7% have less than one year of experience) in the service and retail sectors exacerbate their vulnerability to burnout due to high work pressure and the adaptation process to the new work environment. The remaining 24.7% of burnout variance is influenced by other factors not examined in this study, such as workload, work environment, organizational culture, psychological resilience, and other personal factors (TKM Thangal et al., 2022).

Companies are expected to pay more attention to workload management and create an inclusive and supportive work environment. Efforts such as stress management training, mentoring systems, and open communication between employees can help reduce mental stress in the workplace. On the other hand, Generation Z workers need to develop stress management skills and set healthy boundaries between personal and work life. It is advised that characteristics like resilience or job motivation be included in future studies to provide a more thorough knowledge of the causes of burnout.

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