



The Influence of Work-Life Balance and Work Overload on Burnout Levels of Generation Z Employees in Surabaya

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Abstract

This study aims to analyze the effect of work-life balance and work overload on burnout levels in Generation Z employees in Surabaya. Generation Z is known as a group of workers who prioritize balance between work and personal life, but are also vulnerable to excessive work pressure. This study uses a quantitative method with data collection techniques through questionnaires distributed to 100 Generation Z employees in various industrial sectors in Surabaya. The sampling technique used is purposive sampling, with the criteria for respondents being employees aged 18–27 years, employees working in Surabaya, and employees who have been working for at least 1 year. The data obtained were analyzed using multiple linear regression techniques to test the relationship between the independent variables (work-life balance and work overload) with the dependent variable (burnout). The results showed that work-life balance has a significant negative effect on burnout, meaning that the better the balance between work and personal life, the lower the burnout level. Conversely, work overload has a positive and significant effect on burnout, indicating that the higher the workload, the higher the burnout level experienced by Generation Z employees.

Keywords: Work Life Balance, Excessive Workload, Employee Burnout, Generation Z

INTRODUCTION

Generation Z was born between 1997-2012(Stillman & Stillman, 2018) and have different characteristics from the previous generation, such as being technologically fluent and multitasking.(Wijoyo et al., 2020). Despite being known as the digital generation, 44% prefer to work with a direct team.(Sakitri, 2021). Survey(Incorporated, 2019)found that 33% of Gen Zers consider work flexibility an essential need. They also consider themselves hard workers but prioritize flexibility. Emotional barriers experienced by Gen Zers include anxiety (34%), lack of motivation (20%), and feelings of low self-esteem (17%)(Incorporated, 2019).

Generation Z is starting to dominate the workforce and is expected to reach 27% by 2025.(Hanifah, 2023). Survey(Deloitte, 2024)shows that Gen Z and millennials are concerned about the cost of living, climate change, wealth inequality, geopolitical conflict, and everyday stress. The entry of Gen Z into the workforce is forcing companies

to understand their needs.(Hanifah, 2023). Nearly half of Gen Z believes that a stressful work environment affects their performance.(Incorporated, 2019). Burnout is a response to chronic stress in the workplace.(World Health Organization, 2019)and affects work efficiency, organizational satisfaction, and turnover rate.(Wong & Spence, 2015).

Study by(Carod-artal & Vázquez-cabrera, 2012)stated that Burnout in developing economies is caused by population expansion, urbanization for better jobs, opening up of job markets, decreasing job security, and decreasing workers' rights. Lack of understanding of stress management strategies and demanding jobs also increase stress. In Europe and America, Burnout reflects a mismatch between work and individuals, while in Finland, high levels of Burnout increase the risk of disability by 3.8% in retirees and increase exhaustion and job dissatisfaction, especially in nurses. Burnout erodes enthusiasm due to excessive pressures, such as coercion, conflict, pressure, lack of emotional rewards, lack of recognition, and achievement.

*Work-life balance*become important for Generation Z. Survey(Deloitte, 2024)shows 32% of Generation Z and 39% of Millennials prioritize Work-life balance. Excessive working hours can lead to Burnout(Febriana, 2023). Work-life balance reduces work stress and increases productivity.(Ganapathi, 2016). Work-life balance is very important for Generation Z and organizations need to consider it as an investment for the new workforce.(Incorporated, 2019).

Referring to previous research, there are research results stating that Work-life balance can affect the level of employee burnout. According to(Wicaksono et al., 2024), the results of the study indicate that there is a negative relationship between the variables Work-life balance and Burnout, in the correlation coefficient value is negative. This means that when one variable increases, the other variable tends to decrease, and vice versa. In the context of the study, if employees in the company studied have a high level of Work-life balance, then the possibility of employees experiencing Burnout tends to be low. Conversely, if the level of Work-life balance of employees in the company studied is low, then the level of employee Burnout tends to be high. In addition, the research findings also indicate that there is a significant relationship between Work-life balance and Burnout. Strengthened by the results of research conducted by(Desnithalia & Purba, 2021), based on the presentation of the data analysis that has been done, that Work-life balance shows a significant influence on Burnout in hospital nurses. So it is concluded that if the Work-life balance value increases, the Burnout value will decrease, and vice versa. In line with the research(Imany, 2024). The results of this study indicate that Work-life balance has a significant negative effect on Burnout. This means that Generation Z employees with a high level of Work-life balance will tend to have a lower level of Burnout than employees with a low level of Work-life balance. However, research conducted byGoddess (2020);The Last Supper (2022)showed different results, based on the results of his research showed that Work-life balance has a positive and significant effect on Burnout. This means that Work-life balance provides time for individuals to recharge and reduce the accumulation of stress that can cause Burnout, so this balance is considered to have a positive effect on the risk of Burnout.

In addition to Work-life balance, there are other variables that can affect the level of Burnout, namely the Work overload variable. Employees who work excessively will experience fatigue. As a result, the level of excessive workload experienced by employees will have an impact on Burnout or fatigue. Based on this, it occurs because employees are required to achieve the goals set by the company and must comply with applicable policies and guidelines. If employees are given excessive workloads, employees will feel stressed and run out of energy and make employees less productive in their work.(Setyaningsih et al., 2024).

The significant influence between Work overload and Burnout has been predicted by several previous research literatures. According toThe Last Supper (2021)mentioned that there is a significant influence between Work overload and Burnout. excessive amount of work will directly cause fatigue for workers. Therefore, fatigue represented by the emotional exhaustion dimension in Burnout will be closely influenced by the level of Work overload among workers. With the existence of emotional exhaustion as the initial dimension and the gateway to Burnout, making Work overload one of the most influential variables or the strongest predictor of Burnout among workers. Strengthened by the results of research conductedAnggraini & Idulfilastri (2023)that state,Based on the research that has been conducted, it can be concluded that there is a role between workload and Burnout in PT X employees. In addition, workload and Burnout have a positive and significant relationship. This can be interpreted that the higher the workload on employees, the higher the Burnout felt by employees. Likewise, the lower the workload on employees, the lower the Burnout felt by employees. Based on the results of the study, the emotional demands dimension is the dimension that plays the most role in Burnout. Meanwhile, according to(Shoalihin et al., 2023)stated that workload cannot affect Burnout.Some people have high levels of resilience and adaptability, so they are able to cope with excessive workloads without experiencing Burnout. They may have strong stress management skills, such as the ability to manage time and emotions, which help them stay stable despite working hard.

Based on the research background explained above, the problems studied can be formulated as follows: first, does work-life balance affect the burnout level of generation Z employees in Surabaya, second, does work overload affect the burnout level of generation Z employees in Surabaya.

1. Literature Review (bold, 12 pt)

In the scientific article format, the literature review is realized in the form of a review of previous literature and the state of the art to show the scientific novelty of the article.

2.1. Work-life Balance

According toFisher (2000)inDarcy et al., (2012)Work-life balance is a multifaceted idea that encompasses time management, energy, goal achievement, and stress management in relation to work and personal life. In addition, Work-life balance also encompasses each person's efforts to maintain balance between the various roles that employees play.Mcdonald et al., (2005)argues that work-life balance is the extent to which a person feels satisfied with carrying out all roles in life outside and inside his work. According

toFisher (2000)inDarcy et al., (2012)There are indicators of work-life balance, namely work interference with personal life, personal life interference work, personal life enhancement of work, and work enhancement of personal life.

2.2. Work Overload

Excessive workload can result in decreased quality of work. Work overload is one source of work stress that occurs when an employee is given more work and must complete it in a limited time.(Khoirunnisa et al., 2024). Work overload occurs when the workload and time pressures exceed an employee's ability to perform their work. Work overload is a state in which employees feel that too much responsibility or activity is expected of them considering their available time, their abilities, and other constraints.(Kimura et al., 2018). According toKimura et al., (2018), in measuring work overload using several indicators, namely feeling that one has an excessive workload/not in accordance with one's abilities, the number of employees is not appropriate to carry out the assigned tasks, the work carried out has many demands that conflict with the employee's personality, too many meetings/meetings to attend, and having difficulty meeting the specified performance standards.

2.3. Burnout

According toMaslach et al., (2001)Burnout is a condition of decreasing productivity in a person at work due to continuous work stress. The incompatibility of what the company gives to employees, such as unhealthy competition between fellow employees, lack of support from superiors, this is what causes symptoms of burnout in employees. Burnout often appears in the world of work due to routine and high pressure in their daily lives. According toChairina (2019), burnout is a psychological term used to describe work situations. In the working atmosphere of every organization, every individual will definitely have problems regardless of the position they hold. According toMaslach et al., (2001), there are seven indicators of burnout, namely feelings of frustration, boredom, easily feeling tired, depressed, apathetic, a tendency to give negative evaluations of oneself, and often experiencing dissatisfaction with the results of one's own work.

2.4. Hypothesis

Referring to previous research, there are research results stating that Work-life balance can affect the level of employee burnout. According toWicaksono et al., (2024), the results of the study indicate that there is a negative relationship between the variables Work-life balance and Burnout, in the correlation coefficient value is negative. This means that when one variable increases, the other variable tends to decrease, and vice versa. In the context of the study, if employees in the company studied have a high level of Work-life balance, then the possibility of employees experiencing Burnout tends to be low. Conversely, if the level of Work-life balance of employees in the company studied is low, then the level of employee Burnout tends to be high. In addition, the research findings also indicate that there is a significant relationship between Work-life balance and Burnout. Strengthened by the results of research conducted byDesnithalia & Ancient (2021), based on the presentation of the data analysis that has been done, that Work-life balance shows a significant influence on Burnout in hospital nurses. So it is concluded that if the Work-life balance value increases, the Burnout value will decrease, and vice

versa. In line with the research Imany (2024), The results of this study indicate that Work-life balance has a significant negative effect on Burnout. This means that Generation Z employees with a high level of Work-life balance will tend to have a lower level of Burnout than employees with a low level of Work-life balance.

H1 : *Work-life balance* has a significant influence on burnout of generation Z employees in Surabaya

According to The Last Supper (2021) mentioned that there is a significant influence between Work overload and Burnout. excessive amount of work will directly cause fatigue for workers. Therefore, fatigue represented by the emotional exhaustion dimension in Burnout will be closely influenced by the level of Work overload among workers. With the existence of emotional exhaustion as the initial dimension and the gateway to Burnout, making Work overload one of the most influential variables or the strongest predictor of Burnout among workers. Strengthened by the results of research conducted Anggraini & Idulfilastri (2023) that state, Based on the research that has been done, it can be concluded that there is a role between workload and Burnout in employees of PT X. In addition, workload and Burnout have a positive and significant relationship. This can be interpreted that the higher the workload on employees, the higher the Burnout felt by employees. Likewise, the lower the workload on employees, the lower the Burnout felt by employees.

H2 : *Work overload* has a significant influence on burnout of generation Z employees in Surabaya

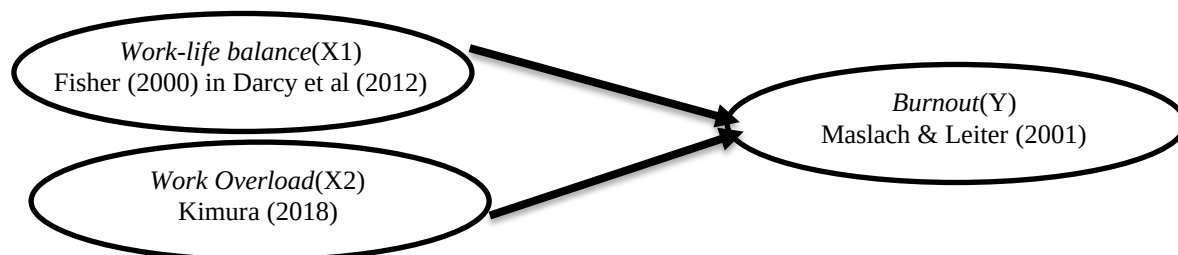


Figure 1. Conceptual Framework

METHOD

Type The data used in this research is quantitative data, quantitative data is related to measurement and calculation. The data source used in this study is primary data. In collecting primary data, researchers need to make direct contact with the subjects or informants being studied so that data is obtained from surveys/questionnaires. The data collection process in this study was carried out through the use of a questionnaire method, which includes a number of questions related to the variables and indicators of the study. The measurement of variables in this study uses a Likert scale of 1-5. The following is the Likert scale used in this study:

Table 1. Likert Scale

NO.	Answer	Score
1	Strongly Agree (SS)	5

2	Agree (S)	4
3	Neutral (N)	3
4	Disagree (TS)	2
5	Strongly Disagree (STS)	1

Source: Sugiyono (2019)

In this study, the population is generation Z employees in Surabaya City. The sampling method in this study uses purposive sampling technique. According to (Sugiyono, 2019), purposive sampling is a sampling technique with certain considerations. The reason for using the Purposive Sampling technique in this study is because not all members of the population have the expected and determined criteria, so there are criteria that must be met by respondents who are the samples of this study. The respondent criteria in this study are employees aged 18-27 years who are working in Surabaya for at least 1 year. Because the number of population members in this study is not known for sure, the sample size is calculated using the Cochran formula (Sugiyono, 2019):

$$n = \frac{Z_{\alpha/2}^2 \times P \times Q}{e^2}$$

$$n = \frac{(1.96)^2 \times 0.5 (1 - 0.5)}{(0.1)^2} = 96.04$$

So it can be concluded that the minimum number of samples produced or required in this study is 96 respondents, rounded up to 100 respondents. The data analysis techniques used in this study are validity test, reliability test, multiple linear regression analysis, correlation coefficient and determination coefficient, and statistical test (t). If the research is the result of research. If the scientific work is a conceptual study, the systematics are adjusted.

RESULTS

The distribution of questionnaires was carried out using g-form for 1 (one) week. There were 119 respondents who filled out the questionnaire, but not all respondents met the predetermined sample criteria. Based on the results of distributing the questionnaire, it showed that 100 respondents answered "Yes" to the predetermined criteria, the remaining 19 respondents answered "No" to one or all of the predetermined criteria, so they could not be used as research samples. It can be concluded that the number of samples used in this research was 100 respondents.

4.1. Validity Test Results

Validity refers to the extent to which a measuring instrument (test) is accurate and precise in performing its function as a measure. In this study, validity was tested using the Pearson correlation measuring instrument using SPSS software. If the calculated significance value is less than 0.05, then the item is considered valid. Conversely, if the calculated significance value is greater than 0.05, then the item is considered invalid.

Table 2. Validity Test Results

Variables	Item	Pearson Correlation	Rtable	Sig.	Critical Value	Decision
Work-life Balance	X1.1	0.856	0.196	0,000	0.05	Valid
	X1.2	0.768		0,000		Valid
	X1.3	0.542		0,000		Valid
	X1.4	0.696		0,000		Valid
Work Overload	X2.1	0.815		0,000		Valid
	X2.2	0.818		0,000		Valid
	X2.3	0.871		0,000		Valid
	X2.4	0.725		0,000		Valid
	X2.5	0.836		0,000		Valid
Burnout	Y1	0.793		0,000		Valid
	Y2	0.861		0,000		Valid
	Y3	0.847		0,000		Valid
	Y4	0.885		0,000		Valid
	Y5	0.877		0,000		Valid
	Y6	0.843		0,000		Valid
	Y7	0.875		0,000		Valid

Source: SPSS Output, 2025

The results of the validity test on the work-life balance, work overload, and burnout variables show that overall the statement items can be declared valid because the Pearson correlation value (R count) is greater than the R value.table(0.196) or a significance value of less than 0.05.

4.2.Reliability Test Results

The assessment criteria in the reliability test can be seen from the magnitude of the Cronbach Alpha coefficient (α). If Cronbach Alpha (α) > 0.60, it can be concluded that the instrument used is reliable. Meanwhile, if Cronbach Alpha (α) < 0.60, it is concluded that the instrument used is not reliable..

Table 3.Reliability Test Results

Variables	Cronbach's Alpha	Cronbach AlphaMinimum	Decision
Work-life balance	0.677	0.6	Reliable
Work Overload	0.870		Reliable
Burnout	0.938		Reliable

Source: SPSS Output, 2025

Based on the results of the validity test, the cronbach's alpha value was obtained for each independent and dependent variable. The work-life balance variable has a cronbach's alpha value of 0.677, the work overload variable is 0.870, and the burnout variable is 0.938. From the cronbach's alpha value obtained for each variable, it can be concluded that all variables are declared reliable because the cronbach's alpha value is greater than 0.6.

4.3. Multiple Linear Regression Analysis Results

The regression model used to measure whether there is an influence between the independent variables work-life balance and work overload on burnout is the aim of multiple linear regression analysis.

Table 4.Multiple Linear Regression Analysis Results

Variables	Coefficient (B)
Constants	11,627
<i>Work-life balance</i>	-0.616
<i>Work Overload</i>	1,354

Source: SPSS Output, 2025

From the results of the analysis above, the following regression equation model was obtained:

$$Y = 11.627 (\text{Constant}) - 0.616 (\text{Work-life Balance}) + 1.354 (\text{Work Overload})$$

From the results of the regression model equation above, it can be interpreted as follows:

- 1) The constant value is 11.627. If all independent variables, namely work-life balance and work overload, are considered to have a value of zero (0), then the burnout of generation Z workers in Surabaya is 11.627. This means that burnout in generation Z employees in Surabaya City will still occur at 11.627 even though there are no work-life balance and work overload variables.
- 2) The regression coefficient value of the work environment variable is -0.616. In this case, it can be interpreted that if the work-life balance value increases by 1 unit, burnout will decrease by 0.616 assuming the work overload variable remains the same. This means that the better the generation Z employees in Surabaya are in managing their work-life balance, the more it will have an impact on reducing burnout in generation Z employees in Surabaya City.
- 3) The regression coefficient value of the work environment variable is 1.354. In this case, it can be interpreted that if the work overload value increases by 1 unit, burnout will increase by 1.354 assuming the work-life balance variable is constant. This means that the higher the work overload experienced by generation Z employees in Surabaya, the greater the impact on increasing burnout in generation Z employees in Surabaya City.

t-Test Results

The t-hypothesis test aims to determine whether there is an individual influence between the work-life balance and work overload variables with burnout. Using a significance level of 0.05. The results of the t-hypothesis test are presented in the table below.

Table 5.t-Test Results

Variables	Thitung	Ttable	Sig.	α	Decision
<i>Work-life balance</i>	-3,587	1,985	0.001	0.05	Significant
<i>Work Overload</i>	15,187		0,000		Significant

Source: SPSS Output, 2025

It is known that the significance value of the work-life balance variable is 0.001, which means it is smaller than 0.05 (α) and the Tcount value is -3.587, which means it is greater than -1.985 (Ttable). It can be concluded that the work-life balance variable has a significant effect on burnout in generation Z employees in Surabaya City.

It is known that the significance value of the work overload variable is 0.000, which means it is smaller than 0.05 (α) and the Tcount value is 15.187, which means it is greater than 1.985 (Ttable). It can be concluded that the work overload variable has a significant effect on burnout in generation Z employees in Surabaya City.

4.5. Results of the Determination Coefficient Test (R²)

The coefficient of determination (R²) is used to determine the extent of the percentage impact of the independent variable on the dependent variable. In practice, the coefficient of determination is expressed in percentage form.

Table 5.Results of the Determination Coefficient Test (R²)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,839a	,705	,698	4,882

Source: SPSS Output, 2025

The results of the determination coefficient test show a correlation value of R of 0.893. It can be interpreted that the model is very strong in explaining the variables of work-life balance and work overload on burnout in generation Z employees in Surabaya City, because the R value is between the coefficient interval of 0.80-1,000.

The adjusted R Square value is 0.698, meaning that the work-life balance and work overload variables have an effect on burnout in generation Z employees in Surabaya City. This means that the role of the work-life balance and work overload variables together has a contribution of 0.698 or 69.8% while the remaining 30.2% is determined by factors other than the two variables above. This value indicates that there are other variables that also affect the burnout variable that are not included in the variables of this study such as the variables of Social Support, Self-Efficacy, and Organizational Commitment.

4.6. The Influence of Work-life Balance on Burnout of Generation Z Employees in Surabaya

Based on the results of the research that has been conducted, it can be proven that the work-life balance variable has a negative and significant effect on burnout in generation Z employees in Surabaya City. This means that the good or bad of a generation Z employee in Surabaya City in implementing work-life balance will have an impact on the burnout variable of generation Z employees in Surabaya City. If the better generation Z employees in Surabaya City are in dealing with work-life balance, it can reduce employee burnout, and vice versa. Generation Z has high expectations for work-life balance (WLB) or the balance between work and personal life. When this balance is not achieved, it can contribute to burnout. When Gen Z employees feel that their work takes up too much time or energy to the point of sacrificing aspects of their personal lives, this increases stress levels. The results of this study are in line with Wicaksono et al (2024); Desnithalia & Purba (2021), the results of their research show that there is a negative and significant relationship between the Work-life balance and Burnout variables.

4.7. The Influence of Work Overload on Burnout of Generation Z Employees in Surabaya

Based on the results of the research that has been conducted, it can be proven that the work overload variable has a positive and significant effect on burnout in generation Z employees in Surabaya City. This means that the high or low work overload experienced by generation Z employees in Surabaya will have an impact on the burnout variable of generation Z employees in Surabaya City. If the work overload experienced by generation Z employees in Surabaya is higher, it will have an impact on increasing burnout in generation Z employees in Surabaya City, and vice versa. The results of this study are in line with those conducted by Sakimandoko (2021); Anggraini & Idulfilastri (2023) stated that there is a significant influence between Work overload and Burnout. Excessive workload causes chronic stress, which can ultimately trigger physical, emotional, and mental fatigue. Work overload often makes employees feel unable to manage their responsibilities properly. This feeling triggers anxiety, loss of motivation, and ultimately fatigue.

CONCLUSION

The work-life balance variable has a negative and significant effect on burnout in generation Z employees in Surabaya City. It is known that the significance value of the work-life balance variable is 0.001, which means it is smaller than 0.05 (α) and the Tcount value is -3.587, which means it is greater than -1.985 (Ttable). This means that the better generation Z employees in Surabaya are in managing their work-life balance, the more it will have an impact on reducing burnout in generation Z employees in Surabaya City. Thus, the first hypothesis can be accepted and its truth can be proven.

The work overload variable has a positive and significant effect on burnout in generation Z employees in Surabaya City. The significance value of the work overload variable is 0.000, which means it is smaller than 0.05 (α) and the Tcount value is 15.187, which means it is greater than 1.985 (Ttable). This means that the higher the work overload experienced by generation Z employees in Surabaya, the greater the impact on increasing burnout in generation Z employees in Surabaya City. Thus, the second hypothesis can be accepted and its truth can be proven.

This study has several limitations that need to be considered, namely the results of this study only focus on Generation Z employees in the city of Surabaya, so generalization to other cities or wider populations may be less relevant. Social, cultural, and work environment conditions in other cities may affect the results of the study. This study only focuses on work-life balance and work overload as factors that influence burnout. Other factors, such as social support, organizational culture, or personal conditions, are not discussed in depth.

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