BURNOUT AMONG GENERATION Z EMPLOYEES IN THE EARLY CAREER STAGE AT STAGE 0 STARTUP COMPANIES

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PAPER INFO	ABSTRACT
	This study discusses burnout among Generation Z employees who are in the early stages of their careers. The objective of this research is to explore burnout more deeply among early-career Generation Z employees. This is a qualitative study that adopts an interpretive paradigm and a case study approach. The participants in this research are Generation Z employees with work tenure ranging from 0 to 2 years. The data collected were analyzed using open coding, axial coding, and selective coding. The findings of this study reveal several factors contributing to burnout among Generation Z employees, including work organization and job content, interpersonal relationships and leadership, work-life balance and job security, workplace values, health and well-being, personality, and offensive behavior. Additionally, this study identifies social stereotypes as a contributing factor to burnout among Generation Z employees. These factors emphasize that burnout is multifactorial and contextual, particularly within the dynamic yet structurally unstable culture of early-stage startups. If companies are able to establish clearer job descriptions and standard operating procedures (SOPs), provide psychological support and open discussion spaces, create informal activities such as sports or social gatherings to improve work-life balance, and adjust compensation systems to match workload demands, employee performance will increase, ultimately leading to business growth. Keyword: Burnout, generation Z, early career

INTRODUCTION

The rapid development of the times has also spurred fierce competition in the world of work (Ashari, 2023). This is because the times have changed the company's strategy from traditional to modern. Of course, this condition makes the company's expectations for its employees also increase. This is also what happened to PT R, one of the companies that focuses on creating commercial websites and interactive application management in Sidoarjo Regency. PT R provides solutions to meet every customer's desire in finding the best products, promotions, affordable prices, and market information through the development of digital content and online data, social media promotion, and every aspect in the digital world, especially in the field of digital publishing and marketing.

PT R has several work divisions with leaders in each of these divisions, such as the Internal Control division, IT, and the work on several websites, such as Rummor, MyProsandCons, and Troupon. For website work, PT R not only focuses on the Indonesian market but also the foreign market. Currently, PT R has 21 employees with the majority of employees in the Generation Z category, which is the age range of 22 to 27 years with an average working age of 3 years. PT R considers that Generation Z is quite skilled and dexterous in this field of digital work. So, the selection of Generation Z as an employee is the right choice rather than recruiting the previous generation. On the other hand, if you look at the number of employees, PT R is included in the startup stage 0 category in the career ladders for startups. According to Bartholomew (2023), at stage 0 positions and levels have not been paid much attention. In this context, the role of each

employee and even the company changes almost every week. Even so, the existence of triggers from competitors makes PT R want to always develop its services. This has quite an impact on the higher demands of employees. One of the conditions that occurred was the rotation of employees to new divisions. As a result, the employee needs to learn from the beginning of the new job and develop it in order to compete in the market. On the other hand, the rotation also adds to the workload of colleagues in the previous division due to reduced employees in the division.

An example that happened in one of the divisions was that in the first year, employees focused on the field of published media. Furthermore, in the second year, employees are asked to focus on internal control. Then in the third year, the company's needs changed and employees were asked to focus on the community website. This change makes employees feel confused and burdened at the same time. As a result, there has been a decline in PT R's employee performance which has an effect on employee attendance in 2023.

If this condition occurs continuously, then employees have the potential to experience burnout or work fatigue. Work fatigue makes employees choose to take leave as a step to rest from the workload to potentially be susceptible to disease, especially if employees do not balance their daily lives with exercise, eating nutritious foods, and taking vitamins. When one of the employees in a division is attacked by a disease, it will affect the performance of the division itself. The burnout that occurs also has the potential to make employees work less optimally to choose to resign. The causes of employees resigning from PT R are monotonous work, salaries below the UMR (Regional Minimum Wage), and Saturdays that are not closed. Employee turnover data at PT R every year can be seen in figure 1.3.

Burnout is different from work stress. The difference between the two lies in the perspective of a longer time perspective (Adi et al., 2021). Stress refers to a temporary adaptation process and is accompanied by psychological as well as physical symptoms. Meanwhile, burnout refers to emotional exhaustion and failure to adapt accompanied by work disruption. So, it can be said that burnout is an accumulation of unresolved stress.

According to Yasmin (2021), there are 5 stages of burnout that need to be watched out, namely The Honeymoon Phase, Early Stress, Chronic Stress, Burnout, and Habitual Burnout. In The Honeymoon Phase, employees have just entered the world of work and are the phase where employees feel very excited. When employees are overzealous, they will tend to take on more responsibilities. So, this high enthusiasm will actually make employees move up to the next stage, namely Early Stress. In the Early Stress stage, employees will feel stressed because of the work that accumulates and seems to be unfinished. Optimism that has previously been built up will gradually decrease. At this stage, employees begin to feel several symptoms, such as reduced appetite, lack of focus, lack of rest, and anxiety. So, if this symptom is not followed up immediately, then the employee will move to the next stage, namely Chronic Stress.

In the Chronic Stress stage, employees experience high levels of stress that affect the quality of work performance, physical appearance, productivity, and quality of life. Employees will start eating unhealthy foods, get sick easily, get irritable, and feel less motivated to perform routines. The next stage is burnout, where employees will find it more difficult to overcome this stage than the previous stages. The symptoms that occur

are feeling difficult to wake up in the morning, difficulty doing daily activities, doubting yourself, and experiencing headaches, indigestion, and acute fatigue. If you have reached this stage, employees should take a break from work or seek professional help. The last stage is Habitual Burnout, where burnout begins to become a part of yourself until it appears continuously, especially when work is busy. In addition to affecting work performance and health, this burnout can also affect relationships with colleagues and close people. Confidence and quality of life will also be reduced if regular maintenance and relaxation are not carried out immediately.

In the world of work, there are 5 levels of employee career journeys, ranging from occupational choice exploration, organizational entry, early career establishment, mid-career maintenance, and later career (Kraime, Greco, Seibert, & Sargent, 2018). Generally, job applicants who apply to a company have passed the first 2 levels. Thus, the career levels offered by the company include early career (0-3 years), mid-career (3-5 years), and late-career with more than 5 years of experience (Vilela & Casado, 2021). According to Kraime et al. (2018) at the early career stage, employees use confidence in their work. Furthermore, for mid-career or mid-career, a person is usually directly involved in an effort to consolidate one's career progress as well as maintain his or her level of contribution. Finally, in late-career individuals, they generally have to find ways to continue to be productive, maintain a sense of self-esteem, and plan a meaningful retirement.

The career journey levels above are slightly different for startups or startup businesses. Career levels in startups can be more flexible, dynamic, and tend to use a flatter structure so that decisions can be made faster because they do not go through many layers of management (Dealls, 2025). According to Rahman (2024), in general, the level of the career journey starts from the Entry Level/Junior which usually contains employees who have just graduated from college or have less than 2 years of work experience. At this level, employees focus on learning about the company's systems and products and building skills. The next level is Mid-Level/Intermediate which contains employees who have 2-5 years of work experience. At this level, employees are more independent in their work, begin to hold greater responsibility, and sometimes become mentors to juniors.

The next level is the Senior Level with employees who have more than 5 years of work experience and are generally very experts in their fields. Employees at this level are able to make strategic decisions, become technical/functional role models, and lead a project. The last level is C-Level/Exsecutive which is generally part of the core team or co-founder. The focus of this level is to create a company vision, develop a big strategy, and establish relationships with investors and external stakeholders.

Based on census data conducted by the Indonesian Central Statistics Agency (2020) as seen in figure 1.4, Generation Z has a fairly large proportion of numbers than other generations. Generation Z is a continuation of the previous generation, namely generation Y or the Millennial generation. However, the world of work does not only consist of Generation Y and Generation Z, because there are generations that precede it, namely the baby boomers generation and generation X (Arar & Yuksel, 2015). Although the proportion of employees based on this generation may depend on the company's policies, currently the world of work is starting to be filled by Generation Z. Generation Z is a

population born in the range of 1997 to 2012 and quite dominates the population in Indonesia other than Generation Y.

Each generation has its own characteristics, including Generation Z. Generation Z is also often referred to as the Strawberry Generation or strawberry generation, which is a generation that has a high creative level and is more open (Kasali, 2017). Generation Z has many ideas and the ability to connect the dots that are so flexible. The point of connecting the dots is the ability to connect the dots of failure to form success, which also means the importance of hard experiences in achieving success.

In the world of work, Generation Z is known to be more skilled in using technology and focusing on results. Generation Z also tends to be independent, has freedom at work, likes to share ideas and contribute, is open to change, and is quite multitasking (Abdi, 2024). Generation Z needs flexibility, career development, and recognition of contributions. However, Generation Z is also known to have weaknesses, namely looking beautiful from the outside but actually quite fragile (Kasali, 2017). According to Salsabilla (2024), the underlying factor is that Generation Z is less disciplined and demands high income from companies, where the demands of high salaries are not directly proportional to performance. That's because Generation Z is famous for prioritizing work-life balance (WLB), which not all companies support. Generally, this burnout arises because Generation Z focuses too much on results rather than processes. So, if the results do not meet expectations, then Generation Z will easily decide to resign from the company (Salsabilla, 2024).

One of the parties that plays an important role in mitigating employee burnout is the company's Human Resources. According to Premalatha et al. (2016), when young talents are not given the right projects, it can result in low engagement, low morale, and burnout. When a company fails to provide a tailored and continuous learning program, then young talents will gradually lose their status as a learning organization. On the other hand, this burnout condition can occur in all lines of work at any stage, such as research conducted by Aarti et al. (2021) on emergency medicine training programs. The results of the study explain that burnout affects doctors' personal lives, clinical experiences, as well as views on training. Forms of burnout also include widespread negativity, emotional fragility, self-neglect, and invasion into the social environment. Residents describe burnout as the opposite of happiness characterized by a monotonous and unmotivated life. Residents also reported pessimistic views about life that can be covered by negative things, including despair.

Another study conducted by Oladimeji et al. (2020), showed similar results for Early Career Doctors (ECDs). This study identified 3 different themes, namely triggering factors or causes, impacts, and strategies to reduce mental fatigue problems. The factors or causes that trigger burnout in this study are low staff, long working hours, lack of job specifications and descriptions, and abuse of power by coaches. In addition to the health sector, burnout also occurs in jobs in the field of Information Technology, where this job is quite identical to the younger generation including Generation Z. As researched by Premalatha et al. (2016), burnout occurs due to poor conditions and inadequate integration between work and organization, ignored experiences, stressful work, a tiring work environment, fear and insecurity about talent replacement, and employee cuts.

The researcher's findings are supported by data on several underlying symptoms that Gen Z experiences burnout (Populix, 2023). Basically, the symptoms of burnout that occur in each individual can be different. The data shows that the symptoms of always feeling fatigue occupy the highest position, which is more than 25%. Physical and mental fatigue experienced by Generation Z occurs due to working too hard, not getting appreciation, working in an unhealthy work environment, to differences in expectations and realities in the world of work. According to Bryan (2024), Generation Z is famous for being a generation that highly values work-life balance. So Generation Z will choose a company that provides flexibility, an inclusive work environment, and space to create. That's why, many Generation Z will show a high work ethic when given opportunities and a supportive environment. So, integrating Generation Z employees into a multi-generational team can be a challenge for companies.

Based on previous studies, this study aims to find out the causes and mitigation of fatigue or burnout in Generation Z employees at the early career level. Because, at this stage, employees focus more on basic learning in their field of work, understanding the company's processes and culture, and developing initial work skills. This position does not require much previous experience, but prioritizes motivation, basic knowledge, and learning ability (Hajar, 2024). The burnout studied in this study aims to make employees more loyal and able to work better every day. Of course, this not only benefits employees who can provide the best performance and stay in the company for a long period of time, but also benefits the company so that it can continue to compete in the market.

Based on the background outlined, the progression of time has made competition in the workforce increasingly intense. This competition may lead to the establishment of higher standards by management in order to ensure that the company remains competitive in the market. The increased standards within the company may result in employees feeling fatigued or experiencing burnout. On the other hand, the workforce is increasingly composed of Generation Z employees, who are known to be more prone to fatigue or burnout. To determine whether Generation Z employees in the early career stage experience burnout, an in-depth identification of each of these employees is necessary. Therefore, the major research question in this study is: Why does burnout occur, and how can alternative solutions be developed to mitigate burnout among Generation Z employees in the early career stage? To help answer this major research question, several mini research questions are formulated: (1) How do internal and external factors influence burnout among Generation Z employees? The scope of this study is focused on investigating burnout among Generation Z employees in the early career stage, specifically those with 0 to 2 years of work experience in stage 0 startup companies. The research also compares burnout levels in Generation Z employees with 3 years of work experience or team leaders at PT R. The research subjects are Generation Z employees working at PT R, aged between 22 and 27 years. The paradigm used in this research is qualitative interpretative, which will provide an explanation of the case by understanding the experiences and perspectives of each subject. The causes of burnout can vary between employees, and the aim of this research is to explore burnout among Generation Z employees in the early career stage. This exploration is expected to provide insights into how management and Generation Z employees mitigate burnout in the 0 to 2 years of employment period. The benefits of this study are: (1) it allows management to become more responsive to changes that may trigger burnout among Generation Z employees; (2) it provides insights into how management can address and mitigate burnout among

Generation Z employees; and (3) it can serve as a reference for future researchers conducting similar studies.

RESEARCH METHOD

The data collected in this study includes both primary and secondary data. Primary data is obtained through interviews and observations with individuals directly involved in the study, specifically Generation Z employees in the early career stage. A set of open-ended questions is prepared to provide insights into the research objectives. Additional observations and data recording are also carried out to support the interview data. Secondary data is gathered through literature studies and documents from libraries and online sources. Data collected from the internet is carefully selected to ensure reliability. This section will explain the research design based on the mini research questions mentioned in Chapter 1. During the observation, interviews, and collection of audiovisual materials, the research focuses on Generation Z employees working at PT R in the early career category (0 to 2 years of work experience). Additionally, Generation Z employees in team leader positions with 3 years of experience are included to strengthen perspectives on burnout at PT R. The study also incorporates diverse literature sources, such as magazines, journals, textbooks, public records, or physical evidence, from companies, libraries, or the internet.

In this research, at least 10 informants will be selected, or until no new answers emerge from additional informants, to answer the mini research questions using the depth interview technique. The informants selected include Generation Z employees in the early career stage at PT R, as well as Generation Z team leaders to gain additional perspectives on burnout. The interviews and observations with Generation Z employees will help identify internal and external factors that influence the occurrence of burnout, particularly in the early career stage, and also provide insight into how employees handle burnout while working. A systematic and practical method used in this research is the case study. Case study is a research design technique where the researcher develops in-depth analysis about a case, which could involve a program, event, activity, process, or one or more individuals. The case being studied is limited by time, place, and activity. Data will be collected through procedures such as direct observation, interviews, document analysis, physical artifacts, report analysis, and participant observation over a specific period (Yin, 2011). The goal of this case study is to gather various perspectives on a specific organization, situation, event, or process at a given time or over a period (Schindler, 2022). The results of this research will help understand the impact of burnout on Generation Z employees in the early career stage. The research questions in this case study address how and why, which will result in a descriptive study (Schindler, 2022). During the case study interviews, participants will be asked to share their personal experiences. The selected Generation Z employees will represent different perspectives of the same situation, allowing for a deeper understanding. With the flexible approach of the case study, this will enable a richer understanding of the case being researched. The research process will involve transcription, followed by coding based on Corbin & Strauss (2008). Transcription involves converting data obtained from interviews, observations, document analysis, and audiovisual materials into written words. Once the data is collected, the next step is coding, a process where the written and visual data will be categorized, conceptualized, and integrated into theoretical forms (Corbin & Strauss, 2008).
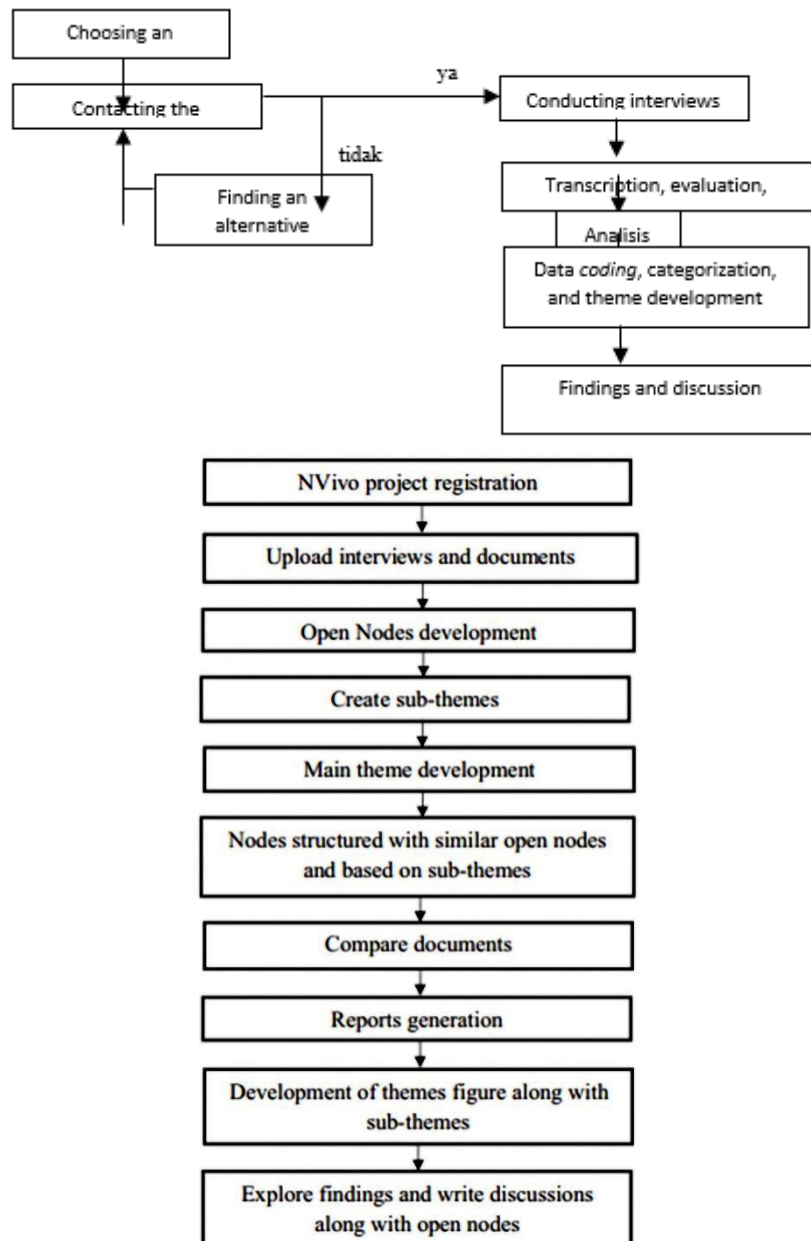
According to Corbin & Strauss (2008), there are 3 types of coding, namely open coding, axial coding, and selective coding. Open coding is useful for sorting data into categories, axial coding aims to recognize the relationships between data, and selective coding is useful for integrating existing categories to find the core category that becomes a theory. In research, of course, it is very important to ensure the validation of the data obtained. So to minimize bias, it is necessary to conduct exercises before conducting the interview in terms of word emphasis, facial expressions, the use of response aids, and others. During the interview process, if errors or biases are detected, a re-interview can be conducted if needed. Furthermore, the process of linking the results of interviews, observations, digital audiovisual materials, and document analysis. In addition, comparing the results obtained from the same method but different sources can also be done.

To facilitate the process of analyzing this data, NVivo software will be used which can support qualitative and mixed method analysis from audiovisual and textual data sources. According to Alam (2021), NVivo has several advantages, first of all, it offers more flexibility in how to categorize text data and improves the quality of results. Second, it helps reduce the time and effort required to analyze data manually. Third, it helps identify trends and cross-examine information to determine themes relevant to the research so that it can produce the best conclusions. NVIVO makes it possible to manage large amounts of data.

RESULT AND DISCUSSION

Interview Summary

This interview activity aims to obtain data on *burnout* in generation Z employees at PT R with an age range of 22 to 27 years with a working age of 0 to 2 years from various perspectives in order to formulate internal and external factors for *burnout* in generation Z employees who are working at the beginning of their careers in *stage 0 startup* companies. To get another perspective related to *burnout* at PT R, this study also interviewed *team leaders* with a working age of 3 years. There were 10 informants in this interview. The information obtained through the entire interview was analyzed using NVIVO software through *open coding, axial coding,* and *selective coding methods.* To find out the main factors of *burnout* in Generation Z employees, *open coding* and *axial coding* were made based on the results of interviews with employees.

Table 4.2 *Open Coding* and *Axial Coding* Interviews with Employees

Open Coding	Axial Coding
There are no fixed SOPs, too conditional	Work Organization & Job Content
No *employee* skills training	
Over-jumping *work*	
Completely punctual working hours	
Changing workflows	
Monotonous work	
Jobdesk is not suitable for skills	
Jobdesks that change frequently	Interpersonal Relationships & Leadership
Request of the employer that you want to comply with immediately	
Difficult division colleagues	
Fairly healthy and supportive colleagues	
One person can work on multiple *jobdesks*	
Jobs that stack up in one person	
The boss is quite clever in giving instructions	
Position as an only child	Work-Life Balance & Work Peace
Wedding preparations	
Adjustment after marriage	
Fear of termination if expressing an opinion	
Saturday is half a day	
Addiction to coffee consumption	Health & Wellbeing
Too much sitting work	
Lack of activity outside of work	
Overthinking	
Trauma	
Time for exercise is reduced	
Validation of feelings and support from coworkers	Values at the Workplace Level
High initiative to improve team performance	Personality

No offensive behavior	Offensive Behavior
Social stereotypes	Other factors

Source: Appendices 1 to 10, p 10, Processed

Selective coding is made that produces charts like Figure 4.1. It can be seen in Figure 4.1 that the results of the interviews show each of the main factors inferred through axial coding, namely work organization and job content, interpersonal relationships and leadership, work-life balance and job security, values at the workplace level, health and well-being, personality, offensive behavior, and other factors in the form of social stereotypes cause burnout in Generation Z employees.

4.2 Factors Causing Burnout in Generation Z Employees at PT R

Burnout is currently often associated with generation Z. At PT R, which is a stage 0 startup company as the object of observation of this study, the majority of employees are in the age group of generation Z. From the results of research on a number of informants, it was found that several factors for burnout in Generation Z employees were mainly obtained from informants with female gender.

4.2.1 Work Organization & Job Content

Unstructured work organization such as unclear division of tasks and uneven workload can leave employees feeling confused, depressed, and troubled. Monotonous, unchallenging, and incomprehensible work content can reduce employee work motivation. A combination of work organization and ineffective job content can trigger employee burnout.

In addition to workflow, the quantity and quality of articles as well as the demand to always be creative are also included in the work pressure for employees. Good quality can certainly attract readers to linger on the website. The more articles that are created, the easier it is to traffic articles and websites on Google pages. However, a messy workflow can hinder the quality and quantity of being met. On the other hand, quality and quantity cannot be fulfilled easily because the rich write articles manually.

Some employees feel that the work they are doing is not in accordance with the education they have taken and is not in accordance with their skills. However, employees have no other choice but to continue to do the job as best as possible.

Monotonous work every day also triggers employee burnout. This is because it is inseparable from the position of employees as content writers who have to write articles every day,

Basically, a messy work workflow and monotonous work are two conditions that can have a negative impact on employee performance and well-being. A messy work workflow occurs because the work process within the division or company is not systematically arranged. The signs of the conditions that occur at PT R are unclear division of tasks, lack of standard work procedures (SOPs), weak coordination, and often sudden changes in priorities without careful planning. One of the employees, MN, once expressed anxiety regarding this problem, but the management's answer was not enough to calm down.

When the workflow is not well organized, employees often experience uncertainty in carrying out their work. This condition causes role uncertainty and role conflicts that cause employees to experience burnout. The messy work workflow experienced by PT R employees, the majority of whom belong to Generation Z, where this generation tends to value clarity of instructions, open communication, and transparent work expectations, which can accelerate the emergence of frustration, decrease work engagement, and increase the desire to leave the company.

On the other hand, monotonous work causes work boredom because employees do not get cognitive or emotional stimulation at work. This makes motivation to get work done decrease, productivity decreases, and feels that the work done is meaningless. Generally, employees who belong to Generation Z are looking for jobs that are meaningful, challenging, and provide opportunities for self-development, and tend to feel dissatisfied in monotonous jobs.

This is in accordance with previous research conducted by Premalatha et al. (2016), in which employees felt that their energy was quickly drained. Employees no longer feel happy about the

work done because of repetitive, monotonous, and boring work. However, in the study, repetitive, monotonous, and boring work made employees feel that there was no room to express their creative side, while in this study, the demand to always be creative was actually a factor that caused employees to feel burnout. These messy workflow conditions and monotonous work interact with each other and worsen the psychological state of employees. The risk due to this condition in Generation Z is higher because there is an expectation of a flexible work environment, well-structured, and providing opportunities for sustainable self-development.

4.2.2 Interpersonal Relationships and Leadership

Interpersonal relationships are concerned with how individuals interact, communicate, and establish social relationships with coworkers, superiors, and subordinates. Positive relationships are characterized by mutual trust, open communication, strong social support, and empathy between employees. When this relationship goes well, employees will feel more comfortable, psychologically safe, and more motivated to contribute optimally. On the other hand, poor relationships can cause work stress, decreased job satisfaction, and increase employees' desire to resign from the company.

Furthermore, the leadership style applied by management greatly determines the quality of interpersonal relationships in the workplace. A boss who is able to inspire, pay attention to the individual needs of employees, and build a shared vision can strengthen positive interpersonal relationships. Conversely, leadership that is not supportive, too authoritarian, and lacks appreciation can trigger a loss of employee morale. Lack of support from superiors and colleagues can accelerate the emergence of employee burnout.

There are some employees who feel that the responsibilities given are too heavy and complicated because the purpose of the position is too diverse,

At PT R, employees feel that the relationship between colleagues is quite good. A good relationship between colleagues will certainly not add to the burden when working on a daily basis.

However, this statement is slightly inversely proportional to LR's experience in the first year. In the first year, the leader gave all the websites that were difficult to work on to LR. In this case, LR feels that the source of burnout is purely due to the existence of LR. Sometimes burnout that occurs in the workplace affects social relationships between colleagues both consciously and unconsciously. Some employees feel that burnout is quite affecting their relationships with colleagues, there are also employees who deliberately withdraw from the surrounding environment to restore energy that has been drained while working, there are also employees who consciously tell colleagues about the burnout they are feeling.

The employee's statement is not much different from the previous research conducted by Premalatha et al. (2016), where in the end employees began to question whether management or the company only sees employees as low-cost resources that can be exploited to generate surplus value. This condition is very important for PT R management to pay attention to because it has employees who are the majority of whom are included in generation Z. This is because this generation really appreciates an open, supportive, and collaborative work environment. This generation has high expectations for leaders who are authentic, communicative, and able to provide space for self-development. If interpersonal relationships and leadership styles are not managed properly, employees tend to experience burnout faster and risk resigning from the company. Management needs to strengthen healthy interpersonal relationships and implement an effective leadership style, as this not only impacts individual performance but also contributes to the creation of a positive, productive, and sustainable organizational culture.

4.2.3 Work-Life Balance and Work Safety

A work-life balance is quite important for employees. If employees find it difficult to take breaks or work overtime too often, then employees will easily be physically and mentally exhausted. Insecurity about work, such as fear of being fired and unstable salaries can add to the burden on the mind. If personal time is disrupted and a sense of security at work is not there, then the risk of burnout becomes higher.

At PT R, there is almost no overtime and employees also do not need to bring office work home to get it done. However, employees complained about salaries that were considered insufficient. This makes several employees at PT R work on the side,

Generation Z is famous for upholding work-life balance, so it is inseparable from the relationship with work-life balance. Some employees feel that the workload they feel is quite affecting their work-life balance in the office and personal. Even so, employees managed to find a way to make a good work-life balance.

The management at PT R opened a "venting" session for employees who wanted to tell stories related to work or outside of work. However, employees choose not to tell management about it and choose to tell their colleagues about their problems. This is because employees are afraid if something told spreads and threatens the existence of employees in the company.

In addition, the lack of employees makes the work-life balance of employees disturbed. This is because the small number of employees with a heavy workload is quite draining and reduces personal time because they are too tired to do other activities.

On the other hand, BP's statement is slightly different regarding the number of employees. BP considers that the more employees there are, the more mental problems. However, when it is connected to the workload at PT R,

The order of children in the family can also affect performance because family-work conflicts have the potential to be carried over to the scope of work. Like AF who is an only child so he has to live his life with great care.

The existence of fear and caution at work is not without cause. Even this cautious attitude has also been carried to the house. With the condition of the company that is growing, of course, the company needs employees who are dexterous and can be invited to achieve the company's goals together. On the other hand, survival in the workplace depends on the form of protection provided as a personal assistance (Premalatha et al., 2016). Employees can feel like daily survival is a challenge. Companies can play the strategy of substitution and renewal to the extreme to the termination of employment for employees who do not seem to want to walk together. As a result, other employees are impacted and indirectly become more senior very quickly within the organization. In the end, anxiety about the possibility of being expelled from the company becomes a constant haunting thing. For Generation Z who have entered the world of work, work-life balance and job security are very crucial aspects. This generation tends to be more sensitive to the imbalance between work and personal life, and is very concerned about career stability in the midst of rapidly changing company dynamics. Companies need to design flexible work policies, create a work environment that supports work-life balance, and provide clarity on career paths and job security to maintain employee commitment and productivity.

4.2.4 Values at the Workplace Level

Workplace values are important to the company, such as honesty, innovation, and teamwork. When there is a match between individual values and organizational values, employees tend to experience higher job satisfaction, stronger loyalty, and better performance. On the other hand, value mismatches can trigger value conflicts, decreased commitments, and increase the risk of burnout and intention to leave the company (Kristof-Brown et al., 2005).

However, good relationships between colleagues and encouraging each other are enough to make other employees stay in the company. The validation from other colleagues on the feelings felt is quite able to dampen the emotions that exist within you.

If the relationship between co-workers is bad, while the workload continues to accumulate, it will certainly not create a healthy work environment, good values in the workplace will also not be implemented properly. Instead, a company that is expected to be an inspiring workplace, a space for dialogue, growth, and performance, has instead become a suffocating prison, filled with depression, anxiety, and insecurity. Employees can also feel that their imagination is wasted and the image of the trapped self begins to grow more and more real (Premalatha et al., 2016). Values in the workplace are a crucial factor in determining comfort and career sustainability. Generation Z tends to place the values of transparency, fairness, inclusivity, social responsibility, life balance, and self-development opportunities in the work environment. If the company is unable to provide

these things, then Generation Z employees have the potential to experience a decrease in motivation to the desire to find another company that is more in line with the individual's personal values. The management of values in the workplace not only affects organizational performance, but is also a key factor in attracting, retaining, and developing talent, especially in the context of the younger generation's workforce.

4.2.5 Health and Wellness

Health and well-being greatly affect the mental and physical condition of employees. If employees often feel tired, lack of sleep, eat irregularly, and experience prolonged stress, then the employee's body and mind can quickly drop. If the company does not care about the well-being of employees, such as not providing enough rest time or does not provide mental health support, then the risk of burnout will be even greater.

When the body and mind are not in good condition, the work will feel harder. In addition, employees will also feel tired even though they have rested, bored, overthinking, and traumatized, Some employees also propose to hold counseling sessions from psychologists or go to a psychologist to relieve the stress they feel.

In addition, working hours also affect employee health. Employees can go home on time and do not need to bring work home, but the working days at PT R are quite long, namely Monday to Saturday. For Monday to Friday the working hours start at 8 am and end at 4 pm, while on Saturday the work starts at 8 am and ends at 12 noon. Even though the working hours on Saturday are half a day, employees feel that it is enough to reduce the rest time and reduce the morale of employees that day.

PT R needs to pay attention to the needs of employees related to training, which is not only good for employees but also for management who are classified as generation X. These two generations need to get updates related to the competencies they previously had. PT R needs to provide training to employees and develop programs to increase positive interactions among the multigenerational workforce. According to Stephens (2021), employees will gain a better understanding of members of other generations who work together when organizations implement programs to   build better cohesiveness among workers of different generations.

Not only related to training, employees also want gatherings and joint sports such as gymnastics. This is because working at PT R requires employees to sit and stare at the computer screen from start to finish. In addition, the dependence on coffee to refrain from drowsiness and sweet foods is also increasing. If this behavior is not balanced with exercise, it will certainly have an impact on employee health,

A monotonous work life because of continuous work without a break certainly makes employees easily stressed. The desire to get training until a short vacation is just a hope that will not come true. In fact, training is very important to develop the skills possessed by employees, while short vacations such as gatherings can strengthen the relationship between employees or employees and management while refreshing the minds of employees who have only been intended for work. Moreover, PT R is a company engaged in technology as well as a creative industry that needs fresh minds.

The opposite happens at PT R, where employees only feel that there is no day without stopping work, such as no rest and entertainment. The same thing as the research of Premalatha et al. (2016) also happened at PT R, where employees need technology mentors and managerial leaders who can be a buffer against organizational uncertainty. Employees need a craft culture, where employees can gradually develop into experts. Finally, employees have to struggle alone in a structure that is ignorant and not empowering.

4.2.6 Personality

Personality reflects individual differences in responding to social environments and work tasks, thus playing an important role in determining performance, interpersonal behavior, and psychological well-being in the workplace. Employee personality can also affect how vulnerable employees are to burnout. If employees have an anxious or perfectionist nature, then the employee tends to be more easily depressed because of fear of failure. On the other hand, if employees have

the awareness to accept new things and believe in their abilities, then the employee will be able to create positive energy in the team.

On the other hand, facilities and infrastructure are also part of personality that can affect employee performance. If the company's facilities and infrastructure are adequate, then employees will be motivated to be more enthusiastic at work. It can be said that the facilities and infrastructure at PT R need to be improved. Employees' expectations for a decent break room, smooth internet, and more cheerful workspace décor need to be considered. Insufficient facilities and infrastructure often increase job uncertainty, extend task completion time, increase cognitive load, and ultimately accelerate burnout. This deficiency can also reduce team efficiency, slow down productivity, and magnify the potential for interpersonal conflicts due to limited access to resources.

Personality is an important factor that influences how individuals adjust to job demands, manage stress, interact with colleagues, and respond to the boss's leadership style. According to O'Connor and Paunonen (2007), one of the most widely used personality models in the study of organizations or companies is the Big Five Personality Traits which consist of five main dimensions, namely openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism. Each dimension has specific implications for work behavior. For example, individuals with high levels of conscientiousness tend to show good performance, responsibility, and perseverance, while individuals with higher neuroticism scores are prone to stress, anxiety, and burnout.

In the context of a modern organization or company, personality is an important factor that influences the way individuals adjust to job demands, stress management, interaction with colleagues, and respond to the leadership style of superiors. For example, employees with extroverted personalities tend to have an easier time building social networks at work, while more introverted individuals may be more comfortable working independently. The match between an individual's personality and the characteristics of the job and organizational culture has a great influence on job satisfaction, organizational commitment, and employee retention (Kristof-Brown et al., 2005). Understanding employee personality is important in the process of selection, development, and overall human resource management. According to research conducted by Jufri et al. (2023), work involvement, organizational commitment, and work environment have a positive effect on self-confidence which then affects employee work motivation. Ultimately, work motivation can lead to further impacts on an employee's physical or psychological condition.

4.2.7 Offensive Behavior

Offensive behaviors that occur in the workplace, such as abusive sarcasm, belittling, yelling, and shaming others can make employees feel unsafe and unappreciated. Fear, disappointment, or anxiety due to these negative behaviors can make employees lose their morale and experience burnout. According to Silviandari et al. (2018), violence that occurs in the workplace can have consequences on various lines, ranging from individuals, groups, organizations, to the social environment at large. For individuals, this behavior can be detrimental to the health and well-being of employees. For groups, this behavior can affect the effectiveness of the team and the group norms that have been previously established. For organizations, this behavior can have an impact on organizational behavior and existing organizational culture. Furthermore, for the social environment as a whole, this behavior will give rise to new social problems related to legal consequences.

Offensive behavior that occurs in Generation Z can be different from previous generations due to differences in characteristics and values adhered to. Generation Z is known to have a high level of awareness of social justice, inclusivity, and mental health issues. This generation is also more open in expressing dissatisfaction, expecting transparent communication, and supportive working relationships.

Until now, offensive behavior has not occurred in PT R's work environment because the company strongly upholds positive behavior, so that no party feels hurt by negative words or treatment from colleagues or management. Employees can convey anything to management for future

company improvement, but employees choose not to convey problems outside of work even though management provides such a forum.

Even so, management needs to deepen its understanding of differences in the workforce. This can help management adjust leadership styles to improve work quality, productivity, and overall employee morale. Understanding the actions and behaviors of different generations can create and encourage better relationships between employees (Stephens, 2021). Employees can also learn from cross-generational colleagues to understand the roles played by employees from other generations and to build closer relationships with colleagues or with management itself.

4.2.8 Other Factors

Stereotypes are a factor in new findings that affect employee burnout in this study. Stereotypes formed in the home environment are the result of an initial socialization process that takes place in the family and the immediate social environment, where individuals acquire values, norms, and beliefs about the social roles and characteristics of certain groups (Grusec & Hastings, 2015). This process often forms a long-term cognitive schema of how individuals perceive gender, age, social status, or ethnicity roles that can carry over and influence behavior in the workplace.

When individuals enter the world of work, the internalization of stereotypes from the home environment can affect the way the individual perceives colleagues, superiors, and themselves. Stereotypes carried over from home can affect interactions between colleagues, team collaboration, and decision-making processes within the company. In a multigenerational corporate environment dominated by Generation Z, the effects of stereotypes formed early can complicate intergenerational relationship dynamics, performance expectations, and create inequities in career development.

This social stereotype does not only occur in women but also in men, as research conducted by Mouliansyah et al. (2023). The research related to male nurses is concerned with men's successes and failures in gender-related jobs. If women are demanded to get married and have children immediately, then in the study men are considered unsuitable to work in fields that are considered men's duties. Such views can certainly affect work as well as affect the process of career improvement. Lack of promotion opportunities and rigid rules can also be the cause of employees experiencing burnout.

Stereotypes that are not managed wisely can hinder the development of the younger generation's potential, decrease employee engagement, and widen the gaps that may occur in the workplace. When the reality of a company full of small failures and learning-by-doing clashes with the expectations of home, then cognitive tension arises that accelerates emotional exhaustion. Therefore, it is important for companies to not only establish inclusive policies in the workplace, but also to organize bias awareness training programs to help individuals recognize and manage innate stereotypes from the family environment that can disrupt the fairness and balance of the company.

4.3 The Impact of Burnout on Generation Z Employees at PT R

As discussed in chapter 2, burnout has a considerable impact on the daily lives of individuals. In this case, burnout quite affects the daily lives of generation Z employees at PT R. The impact that occurs as a result of burnout felt by generation Z employees at PT R is a decrease in productivity. A decrease in productivity can be seen when the results of employee work decrease, both in terms of quantity and quality. How many employees have also experienced a decrease in productivity because they had lost their morale at work. This makes ET and BP unable to meet the set daily targets. This decrease in productivity is not only when working, but continues when employees have finished work even when employees are at home. The stress felt makes AE, AF, BP, and FA feel too tired to do any other activity besides resting.

In companies that are in the startup stage 0, which is the initial phase of business formation that still focuses on idea validation, initial product development, and core team formation, the impact of burnout on productivity is getting bigger. This is because startups at this stage generally have very limited human resources, an unstable organizational structure, a high workload, and a huge uncertainty about the direction of the business (Blank & Dorf, 2012). With a small team capacity, a decrease in the productivity of one or two employees due to burnout can

directly slow down the pace of product development, disrupt the decision-making process, and reduce the speed of the company's adaptation to market dynamics (Kuratko et al., 2015). In addition, in the stage 0 startup ecosystem that relies heavily on the optimal performance of all team members, burnout can shape the work atmosphere, trigger interpersonal conflicts, and increase employee turnover, which has occurred at PT R. High turnover in the early stages of startups not only slows down business growth, but also hinders the organizational learning process accumulation of knowledge, as well as the continuity of product development, which in this case is a website worked on by employees at PT R. Therefore, burnout management is a very important aspect in maintaining the stability and sustainability of startup productivity in the growth phase.

4.4 Alternative Solutions to Overcome Generation Z Employee Burnout at PT R

Burnout that occurs continuously is certainly not good for physical or mental health. On the other hand, there has been no positive response from the management in minimizing this condition. Some employees have complained to management but there has been no definite action, while some other employees choose not to tell their grievances. There are reasons why employees do not want to tell their grievances, such as being sure that there will be no change, choosing to tell the team leader as their direct supervisor, and choosing to hold back.

Therefore, to minimize burnout while at work, employees have different alternative ways. The most alternative solution in minimizing burnout at work is listening to songs or listening to podcasts.

In addition to listening to songs or podcasts, MN has other activities that can minimize burnout at work.

4.5 Further Exploration of Burnout in Generation Z Employees at PT R

The results of the above research are in accordance with the research conducted by Aarti et al. (2021) on emergency medicine training programs, namely burnout affects personal life. Employees finally have a pessimistic view of management because there is no meaningful change from every complaint that has been submitted by employees. Slightly different from the study, burnout does not make PT R employees lose their morale continuously. Although the workload faced is quite often made employees lose their enthusiasm and motivation for work, PT R employees know how to restore that enthusiasm and motivation. That's because employee motivation and work ethic is money. PT R employees realize that even though daily work is quite draining of energy and mind, but keeping work motivation in mind, employees always try to keep working as best as possible. Every employee has a dream, which can be realized if the employee has enough money, such as living a decent and sufficient life, buying a house, opening a business, buying desired goods, and making the parents and the surrounding environment happy. On the other hand, the current economic situation that is still unstable makes employees choose to stay longer rather than choose to resign and look for another job, even though the thought of resigning occurs in some employees.

In addition, the results of the above research are also in accordance with the research conducted by Premalatha et al. (2016) on work in the field of technology, where the field of research work is in accordance with the field of work of this research. Burnout at PT R also occurs due to poor conditions and inadequate integration between work and organization, ignored experience, stressful work, fear and insecurity about talent replacement, and employee cuts. Slightly different from the study, a tiring work environment did not occur at PT R, because the relationship between colleagues was quite good and was able to minimize the burnout felt by each employee. In this case, it means that good relationships between colleagues and encouraging each other are enough to save employees mentally from the burden of work and management pressure that needs to be improved.

On the other hand, there are new findings from the factors that cause burnout in generation Z employees at PT R, namely social stereotypes as women, such as having to be married at a certain age, having to have children at a certain age, quite affecting the daily performance of employees. From these stereotypes, employees connect with the problem of Indonesia which has an unreasonable working age limit. If the maximum working age is 25 years, then what about people over 25 years old. Overthinking about the career ultimately makes employees not think of

establishing a serious relationship first, because 80% of life has been poured into work. Ultimately, this burnout affects not only the sanity of employees, but also finances, life decisions, and health.

In the context of burnout in stage 0 startup companies, the characteristics of strawberry generation as a label from generation Z are very relevant. This label arises from the assumption that Generation Z tends to grow up in a relatively economically stable environment and is more protected by parents, so expectations and tolerances for stress in the world of work are different from previous generations. Early-stage startups generally have an unstable work ecosystem, full of uncertainty, extreme mulitask, fluctuating workloads, and long working hours (Kuratko et al., 2015). This environment is very prone to causing burnout, especially for Generation Z who may not be fully prepared to face the heavy emotional, social, and physical demands simultaneously. Generation Z's personality is generally more open to change, digital-native, but also has higher levels of anxiety and emotional sensitivity, making this generation very vulnerable if companies fail to build an adequate psychosocial support system.

CONCLUSION

This research was conducted to explore the factors that cause burnout of generation Z employees and alternative solutions that can be done to minimize burnout. Interviews were conducted with 10 informants in the form of generation Z employees at PT R with an age range of 22 to 27 years. From the results of the interviews conducted, it was found that the main factors causing burnout of generation Z employees at PT R were work organization and job content, interpersonal relationships and leadership, work-life balance and job security, values at the workplace level, health and well-being, personality, and offensive behavior. In this study, it was found that a new factor that causes burnout is social stereotypes. PT R, which is classified as a stage 0 startup with an unstable work structure, rigid leadership, and high performance expectations, has created an ecosystem that is very vulnerable to triggering burnout among generation Z, which is known as the strawberry generation. Burnout in this generation not only causes a decrease in productivity, but also accelerates employee turnover, decreases engagement, and hinders organizational growth. To be able to find the factors that cause burnout, some additional information is also discussed, such as management's response related to employee burnout, employee opinions about the statement that Generation Z is the strawberry generation, employees' desire for the company, and employee opinions if they are authorized to change the company's system for the better and more ideal. These factors reinforce that burnout is multifactorial and contextual, especially in a dynamic but structurally unstable startup culture. If PT R is able to prepare a clearer job description and SOPs, provide psychological support and open discussion spaces, create non-formal activities such as sports or gatherings to improve work-life balance, and improve the compensation system to suit the workload, then employee performance will increase and the company's profits will also grow.

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