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THE INFLUENCE OF ORGANIZATIONAL CULTURE AND EMPLOYEE ENGAGEMENT TO JOB BURNOUT ON GENERATION Z WORKING AT E-COMMERCE

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Abstrak

Generasi Z saat ini memasuki dunia kerja dan merupakan generasi termuda, dan sebagian besar bekerja di perusahaan *e-commerce*. *E-commerce* identik dengan budaya kompetitif, dan banyak tuntutan untuk mandiri dan proaktif dalam bekerja. Situasi tersebut menjadi tantangan bagi generasi z, yang jika tidak dapat ditangani dengan baik akan menjadi stress tersendiri yang lama kelamaan bisa menjadi *burnout*. Penelitian ini bertujuan untuk mengetahui pengaruh budaya organisasi dan *employee engagement* terhadap *job burnout* serta mengkaji faktor-faktor yang mempengaruhi stres di tempat kerja. Dalam penelitian ini, metode pendekatan yang digunakan dengan menyebarkan kuesioner yang diisi oleh 180 responden yang merupakan Generasi Z. Tanggapan responden dianalisis menggunakan regresi linier berganda. Hasil ini menunjukkan adanya pengaruh yang signifikan antara *employee engagement* dan *job burnout*. Sedangkan pengaruh budaya organisasi terhadap *job burnout* tidak signifikan. Penelitian ini juga menemukan bahwa sekitar 56% responden mengalami tingkat kelelahan kerja yang sedang.

Kata Kunci: budaya organisasi, *e-commerce*, *employee engagement*, *job burnout*, generasi z.

Abstract

Generation Z is currently entering the workforce and is the youngest generation, and most of them work in an *e-commerce* company. *E-commerce* is synonymous with competitive culture, and many demands to be independent and proactive in their work. That situation is a challenge for generation z, which if they cannot handle it properly, it will become a stress in itself, which over time can become *burnout*. This study aimed to determine the influence of organizational culture and *employee engagement* on *job burnout* and examine the factors that influence stress in the workplace. In this research, the approach method was used by distributing questionnaires filled out by 180 respondents who are Generation Z. The responses were analyzed using multiple linear regression. These results indicated a significant effect between *employee engagement* and *job burnout*. Meanwhile, the effect of organizational culture on *job burnout* was insignificant. This research also found that about 56% of the respondents experienced a moderate level of *job burnout*.

Keywords: *e-commerce*, *employee engagement*, *generation z*, *job burnout*, *organizational culture*.

Introduction

Culture is intangible, but it is fundamental to human life, whether in the family, work, or even social sphere. Through decades of empirical research, scholars have established a prosperous relationship between organizational culture and organizational performance. Although companies previously did not realize the importance of culture or found it too difficult to manage, they now recognize that companies can use it to gain a competitive advantage (Tharp, 2015).

Since the launch of Deloitte's 2015 Global Human Capital Trends, the world has realized that one of the most critical issues facing companies today is culture and professionalism. The survey found that 87% of organizations cited culture and engagement as their top challenges, and 50% said this is a critical challenge. Organizations that create a culture defined by meaningful work, deep employee engagement, hard work, organizational fit, and strong leadership are superior to their peers. They are likely to outperform their competitors in attracting top talent (Brown, *et al.*, 2015). Citing the "Business News Daily" page, one way to increase employee engagement is to work with employees to create a solid and open corporate culture (Kuligowski, 2021). There are significant differences between the current organizational culture and the culture preferred by the employees in many cases. As many studies have shown, people should consider that this can cause a decrease in performance, an increase in job dissatisfaction, and job burnout (Belias & Koustelios, 2014). Burnout is a long-term response to chronic emotions and interpersonal stressors at work and is defined by three dimensions: exhaustion, cynicism, and inefficiency (Maslach, *et al.*, 2001).

Today, Generation Z has started to enter the workplace. Generation Z is the generation after Millennials or Generation Y, born between 1997 and 2010. Generation Z is determined to be highly connected and live in an era of high-tech communications, technology-driven lifestyles, and intensive use of social networks (Gaidhani, *et al.*, 2019). According to the results of population census

survey by the Central Statistics Agency or BPS for 2020, Indonesia's current population is around 270.20 million people, and at least 27.94% of the population is Generation Z with the most significant percentage, followed by millennials with 25.87% (BPS RI, 2021). It is fascinating because Generation Z will be the largest population in the labor sector in the next five to ten years. According to data from US CNBC (2019), according to the results of a survey published by Harvard Business Review, at least half of millennials and 75% of Generation Z quit due to mental health reasons. Millennials are three times more likely to have anxiety symptoms than baby boomers, and GenZers are four times more likely to have anxiety symptoms (Stieg, 2019).

One of the main concerns of Generation Z regarding job expectations is flexible working hours while maintaining a work-life balance. The expectation is quite in contrast to the statement from an e-commerce employee experiences who has worked for more than eight years in the field (Puspita, 2019). Of course, for Generation Z, who just entered the world of work, it will be challenging to live it. Most fast-paced work environments must be reliable, precise, and accurate without much guidance from seniors. Quoting the research results of ServiceNow about Generation Z 2019, at least nearly half of the sample or 49% of respondents have experienced job burnout in the past year, and 50% of them have considered leaving their current job (ServiceNow, 2019). This study aims to analyze the impact of organizational culture and employee engagement on the degree of employee burnout. It is believed that these three things are interrelated. Therefore, this research is conducting to answer this question and strengthen the existing empirical research.

Organizational Culture in E-commerce

Organizational culture can be defined as a collective thought process that differentiates members of one group from another (Sengke, 2015). The key to using culture to improve performance lies in the suitability of culture or attributes with organizational goals (Tharp, 2015). In practice in the world of work, four types of organizational culture are often

encountered: clan culture, market culture, hierarchy culture, and adhocracy culture.

E-commerce, usually written as e-commerce, refers to using the Internet and intranet to purchase, sell, transport, or exchange information, products, or services (Turban, *et al.*, 2015). Adapting to the e-commerce industry has its challenges because the industry is known for its fast-paced environment. In the work environment of start-ups or digital companies, including e-commerce, financial technology, etc., one of the everyday things is that employees can handle multiple tasks simultaneously or become generalists. It is not uncommon for this to become a source of stress due to increased workload.

Quoting from an ex e-commerce worker explained that some of the industry's shortcomings are flexible working hours. Usually, flexible hours are defining as "work without knowing the time," non-standard work evaluation systems between departments, and lack of persistence procedures sometimes lead to longer work processes. According to the informant, the point to emphasize is to consider work-life balance, especially for married people (Puspita, 2019). Like the brief explanation above, the majority of e-commerce adheres to results-oriented market culture.

Employee Engagement

According to the Insight article (2014) entitled Employee Engagement A Culture Change, employee engagement is the emotional commitment of employees to their organization and the actions they take to ensure the organization's success; Engaged employees show caring, dedication, enthusiasm, and sense. Responsibility and attention to results (Allen, 2014). It is not the responsibility of a single department, nor is it an initiative or project that a focus group or specialist team can undertake. Unless employee engagement is a fundamental part of the organization's philosophy and embedded in the attitudes and behavior of leaders, it will be 'just another initiative' with little effect. There are several employee engagement

models introduced by several well-known consulting companies, including:

1. Deloitte
According to Deloitte (2016), engagement usually refers to job satisfaction, loyalty, and employees' tendency to make discretionary efforts to achieve organizational goals. In addition, the work culture is relevant, even though it operates on a different level. Employee engagement is significant because engagement is directly related to the company's bottom line (Deloitte, 2016). In Deloitte's explanation, there are at least five dimensions that need to be measured: meaningful work, supportive management, positive work environment, growth opportunity, and trust in leadership.
2. Gallup
Gallup defines engaged employees as engaged, enthusiastic, and committed to their work and workplace. According to him, employee engagement can help measure and manage employee perspectives on essential elements of workplace culture (Gallup, n.d.). The approach with Gallup has 12 questions. Gallup also categorizes employee involvement into three groups, namely engaged, not engaged, and actively disengaged.
3. Hay Model
Engagement performance defines as the results achieved by stimulating employee enthusiasm for their work and directing it towards organizational success (Hay Group, 2001). According to them, employee performance is about investing financially in employees through benefits or salary increases and creating new contracts in which the organization invests emotionally in its workforce. The Hay Group has identified six motivational drivers that help create an engaged workplace and influence outcomes. They are Inspiration and Values, Future Growth or Opportunity, Quality of Work, Enabling Environment, Work-Life Balance, and Tangible Rewards.

Generation Z Characteristics

Generation Z is a generation born at a time when technology is rapidly developing (Khan & Vuopala, 2019). They were born in 1995 to 2012. Generation Z is also known as Generation, net generation, or internet generation. Generation Z has conflicting work identities. They are tech-savvy, hard-working, and hopeful but still prefer a personal, interactive work environment, eager to support work-life balance, autonomy, and scheduling flexibility. They believe anxiety is the biggest obstacle to professional success (Kronos Incorporated, 2019). Generation Z considers several factors at work: salary, mission-driven work, work-life balance, employee benefits, and mobility. They understand that in today's connected world, when you walk out at 5 pm, work does not necessarily stop. Instead, they seek flexibility in the workplace to take time off when needed, take advantage of remote work opportunities, and enjoy a "disconnected" culture when needed (Yello.co, 2019).

Generation Z has several preferences in the workplace. Some like face-to-face or face-to-face communication and want to take it seriously. They want managers to listen to their ideas and respect their feelings. Additionally, they prefer to work in an environment that promotes mentoring, learning, and professional development opportunities (Gaidhani, *et al.*, 2019). Based on Jobhun.id report (2018), some of the criteria for Generation Z's ideal company including companies that can provide a variety of different spaces for personal and collaboration, modern companies with the expectation of getting the job done quickly, pleasant work environment, and flexible working hours (Rahmatillah, 2018). Based on a survey conducted by Service Now in 2019, the three main criteria in Generation Z are growth opportunity (37%), interesting work (29%), and competitive compensation (26%).

Job Burnout and Its Factors

Burnout is actually not new, which is 1974; Freudenberg used the term "burnout" to describe a state of physical exhaustion and enthusiasm among young social specialists

used in substance abuse projects (Gorji, 2011). This exhaustion does not appear suddenly, but much mental fatigue that can no longer be borne. Fatigue at work leads to a decrease in personal emotional resources. Currently, it is estimated that between 3% and 7% of the world's workforce suffers from job burnout (Gorji, 2011)

The ubiquitous view is that burnout is inherently related to work factors, and secondly, to personality factors (Lubbadeh, 2020). Occupational risk factors are collected in six critical areas of the workplace environment (Lubbadeh, 2020; Maslach, *et al.*, 2001):

1. Workload; an imbalance may occur in multiple needs and responsibilities. Between, such as deadlines and lack of resources to achieve goals. Generally speaking, the workload is directly related to fatigue.
2. Control; shows how much autonomy staff has in their work. The control mismatch reflects that employees do not have sufficient control over the critical dimensions and necessary resources.
3. Rewards; reflects positive feedback and recognition, be it financial, social, or both. The mismatch here indicates a lack of positive feedback on the work people is doing. Lack of appreciation is closely related to inefficiency.
4. Community; occurs when a person loses the quality of social synergy while working with colleagues, managers, and clients, including personal relationships and teamwork interactions.
5. Fairness; reflects trust, openness, and respect in the workplace. When workers realize that the workplace is unfair, mismatches occur.
6. Value; reflects personal ambitions, motivations, and ideals at work. This imbalance occurs when personal values conflict with organizational values.

Methods

This study aims to determine how the burnout level of e-commerce employees specifically selects Generation Z objects associated with each company's organizational culture and

employee engagement. Before continuing the research, the preliminary analysis was conducted by interviewing several friends who work in e-commerce, asking them for answers about the culture and working atmosphere in their area. From the interview, you can know that the culture adopted in your workplace is market culture. The research approach used in this study is quantitative methods. The form of surveys distributed online via Google Form to various parties involved in e-commerce companies would be processed using software *IBM SPSS version 25*.

Burnout Maslach Inventory (BMI) uses as a benchmark in making a questionnaire with 22 questions combined with ten questions of organizational culture and 12 questions of employee engagement. The organizational culture tends to market culture. For employee engagement, it is adopting the theory of the hay model. When dealing with questionnaire data, the author will use a method called the Method Successive Interval. It is a method of converting ordinal scale data to interval scale data by changing the cumulative proportion of each variable in a category and its standard average curve value.

Research Variables

This study has three variables tested: organizational culture, employee engagement, and job burnout, each of which has been described in the previous section.

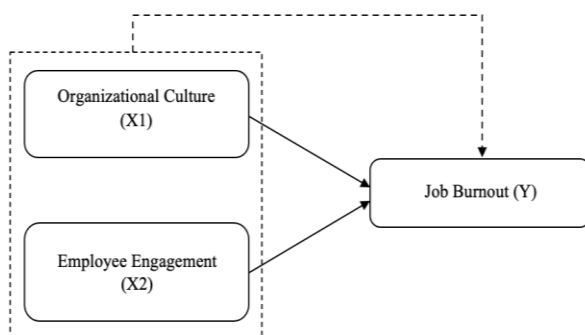


Figure 1. Conceptual Framework
Source: Data Processes, 2021

Explanation:

- = Partial
- - - - - = Simultaneous

Figure 1 describes the relationship between each variable. This framework obtains by

referring to several previous studies. Some of them are research conducted by Theresia Olga Vania Christianty and Lucia Trisni Widhianingtanti in 2017, examining the relationship between burnout and engagement. From this study, it was found that 45% of the burnout factor was employee engagement (Christianty & Widhianingtanti, 2017). Additionally, there is also research from Tooba Mushtaque and Dr. Danish Ahmed Siddiqui in 2020, whose research investigates the relationship between organizational culture, job stress, and employee engagement in Pakistan. According to the research results, the market culture is significantly positively correlated with job stress and significantly negatively with employee engagement. Then it is also known that the market culture is the culture that has the highest stress level and the lowest level of engagement (Mushtaque & Siddiqui, 2020).

Population and Number of Sample

The object of this research is e-commerce workers who belong to Generation Z or those who are a maximum of 26 years old. The number of population for the object to be studied is unknown, so the following formula use (Riduwan, 2014):

$$n = \left[\frac{Za/2\sigma}{e} \right]^2$$

$$n = \left[\frac{(1.96) \times (0.25)}{0.05} \right]^2$$

$$n = 96.04$$

Results $n = 96.04$ is the minimum number of samples that should be collected in this study. However, in this study, the number of samples used is 150 samples, so the results obtained can better explain the actual situation.

Table 1. Population of Samples

Profile	Category	Frekuensi
Age	23-26 y.o	114
	20-23 y.o	31
	< 20 y.o	5
Gender	Female	73
	Male	77
Education	S2	10
	S1/D4	99

	D3	12
	SMA/SMK	29
Status	Married	12
	Single	136
	Preferred Not to Say	2
Company	Shopee	83
	Tokopedia	29
	Bukalapak	8
	Lazada	10
	Bli-bli	2
	Others	18
	Length of Work	6-12 months
1-3 years		60
3-5 years		6

Source: Data Processes, 2021

Because there is an uneven distribution for the company category, this research is unable to compare between companies. It was preventing a biased analysis.

Research Hypothesis

The specific hypotheses in this research is using $\alpha = 0.05$, and more details are as follows:

1. Organizational Culture

H_0 : Organizational Culture has no negative significant influence to Job Burnout

H_1 : Organizational Culture has negative significant influence to Job Burnout

2. Employee Engagement

H_0 : Employee Engagement has no negative significant influence to Job Burnout

H_1 : Employee Engagement has negative significant influence to Job Burnout

Analysis Method

The method used to analyze the data in this study is multiple linear regression. According to Ghazali (2016), Multiple Linear Regression Analysis is a tool to analyze changes in independent variables on the dependent either individually or together. The regression model in this study is as follows:

$$Y = \alpha + b_1X_1 + b_2X_2 + e$$

Results and Discussion

Validity and Reliability Test

According to Ghazali (2016), the validity test determines whether or not a questionnaire is valid. A data or questionnaire can be declared valid if it has an r count $> r$ table. It is known from the table, for data with 150 respondents, the value of $r = 0.1603$. For this study, all of the questionnaires were declared valid. Then the reliability test can then be carried out.

The reliability test is used to measure a questionnaire, an indicator of a variable or construct (Ghozali, 2016). To test the reliability, used statistical test Cronbach's Alpha (α), the instrument can be reliable if it has α value of > 0.6 .

Table 2. Reliability Test Result

Variable	Cronbach's Alpha	Standard Alpha	Conclusion
Organizational Culture (X1)	0,834	0,600	Reliable
Employee Engagement (X2)	0,861	0,600	Reliable
Job Burnout (Y)	0,905	0,600	Reliable

Source: Data Processes, 2021

Based on the table above, the three variables in the study can be declared reliable.

Normality Test

According to Ghazali (2016), the normality test consists of testing whether the independent and dependent variables have a normal distribution or an abnormal distribution in the regression model. If a variable is not normally distributed, the result of the statistical test will drop. This normality test using the Kolmogorov-Smirnov test because the sample obtained is extensive.

Table 3. Normality Test Result

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		150
Normal Parameters ^{a,b}	Mean	0.0000000
	Std. Deviation	9.63048854
Most Extreme	Absolute	0.045

Differences	Positive	0.045
	Negative	-0.043
Test Statistic		0.045
Asymp. Sig. (2-tailed)		,200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: Data Processes, 2021

In the Kolmogorov-Smirnov test, if the data have a significance value (Sig.) > 0.05, the data is normally distributed. Based on the table above, the (Sig.) value is 0.200 > 0.05, so it can say that the data obtained are normally distributed.

Linearity Test

Ghozali (2016) pointed out that the linearity test checks whether the model's specifications are correct. Good data should have a linear relationship between the dependent variable and the independent variable. If the significance value (Sig.) > 0.05, the regression model is declared to have a linear relationship.

Table 3. Linearity Test Result

ANOVA Table						
			Sum of Squares	df	Mean Square	F
Unstandardized Residual	Between Groups	(Combined)	11308.523	93	121.597	2.712
		Linearity	0.000	1	0.000	0.000
Unstandardized Predicted Value	Within Groups	Deviation from Linearity	11308.523	92	122.919	2.742
			2510.677	56	44.834	0.000
Total			13819.200	149		

Source: Data Processes, 2021

After looking at the ANOVA table above, the linearity (Sig.) value for this regression model is 1.000 where 1 > 0.05. The result shows that the independent variable and the dependent variable have a linear relationship.

Multiple Regression Analysis

After testing the classical hypothesis, the next step is to perform a multiple regression analysis. According to Sugiyono (2016), regression analysis predicts how the value of the dependent variable changes when the value of the independent variable increases or decreases.

Table 5. Multiple Regression Result

Model		Coefficients ^a					Collinearity Statistics	Tolerance	VIF
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.			
		B	Std. Error						
1	(Constant)	85.370	4.752		17.964	0.000			
	Culture (X1)	-0.169	0.385	-0.081	-0.439	0.661	0.134	7.439	
	Engagement (X2)	-0.851	0.321	-0.491	-2.647	0.009	0.134	7.439	

a. Dependent Variable: Job Burnout (Y)

Source: Data Processes, 2021

Based on the table above that get a new equation for the regression model, namely:

$$Y = 85.370 - 0.169X_1 - 0.851X_2 + e$$

The results of a negative score on the two independent variables indicate if these variables have a negative or inverse relationship. The explanation is that the better the employee engagement and organizational culture, the lower the perceived job burnout.

Simultaneous Significant Test

The simultaneous significance test or the F test aims to determine whether the independent variables simultaneously or simultaneously affect the dependent variable (Ghozali, 2016). A regression model can have a simultaneous effect if it has a significance value (Sig.) < 0.05.

Table 6. Simultaneous Test Result

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	6547.798	2	3273.899	34.826	,000 ^b
	Residual	13819.200	147	94.008		
	Total	20366.998	149			

a. Dependent Variable: Job burnout (Y)

b. Predictors: (Constant), Culture (X1), Engagement (X2)

Source: Data Processes, 2021

For this regression model, obtain the value (Sig.) 0.000 < 0.05, which means accept H₀. This result shows that the two independent variables, organizational culture and employee engagement, simultaneously or together have a significant effect on the dependent variable, job burnout.

Influence of Organizational Culture to Job Burnout

To find out how the influence of each variable, the partial t-test is used. The test is performed by observing the significance value (Sig.) Of each independent variable. If the value (Sig.) < 0.05, it can assume that the independent variable significantly affects the dependent variable and vice versa. The partial T-test results for organizational culture are as shown in the table below.

Table 7. Partial T-test Result between Organizational Culture and Job burnout

Variable	Coefficient	t _{count}	t _{table}	Sig.
Culture (X1)	-0.169	-0.081	1.976	0.661

Source: Data Processes, 2021

From the results of the partial t-test, the t value is -0.081, and the value (Sig.) is 0.661 > 0.05. After looking at the value (Sig.), the result can conclude that organizational culture does not significantly negatively affect job burnout.

The possible reason for this result is most Generation Z is tech-savvy, making them always look for information before deciding where to work. Usually, they already know that the company they want to work for has a culture. Suppose the organizational culture is exciting and fits their ideal type. In that case, they tend to join the company without hesitation. When they enter the company, even if it is not what they imagined, they will not be too surprised or disappointed, even if not everyone will have this idea.

It also found similar results in a study by Soheila Zamini *et al.*, which focused on research at a university. It can be seen from the study results that in some tests performed without dividing the sample into a group of professors and a group of employees, organizational culture does not have a significant effect on employee burnout (Zamini et al., 2011). External factors such as gender differences and education are considered to be the reasons for the different results of research on the relationship

between organizational culture and job burnout.

Influence of Employee Engagement to Job Burnout

Based in part on the test results related to the relationship between employee engagement and job burnout, the obtained result (Sig.) <0.05 has a negative t-table value.

Table 8. Partial T-test Result between Employee Engagement and Job burnout

Variable	Coefficient	t _{count}	t _{table}	Sig.
Engagement (X2)	-0.851	-2.647	1.976	0.009

Source: Data Processes, 2021

It can be concluded that employee engagement has a significant negative correlation with job burnout. The negative relationship referred to here is that the two have opposite effects: the higher the employee engagement value, the lower the burnout value, and vice versa. This result is similar to the research conducted by Christianty and Widhianingtanti (2017). Their research yielded a figure of 45%, showing that employee engagement is a factor in job burnout. Many people have worked on the relationship between employee engagement and job burnout, and most people get similar result.

Influence of Both Variable to Job Burnout

The coefficient of determination or R² is a test that measures the ability of a model to explain changes in the dependent variables (Ghozali, 2016). If the value of R² is close to 1, it indicates that the independent variable can provide almost all the information needed to predict the variance of the dependent variable.

Table 9. Coefficient Determination Result

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,567 ^a	0.321	0.312	9.69578

a. Predictors: (Constant), Engagement (X2), Culture (X1)

b. Dependent Variable: Job burnout (Y)

Source: Data Processes, 2021

According to the result of the SPSS calculation, an R² value of 0.321 is obtained. These results can be obtained if the employee commitment and organizational culture variables represent 32.1% of the job burnout variable. Therefore, the job burnout variable influences other variables as other variables, that is, 67.9%. One of the reasons for the coexistence of these two variables is that organizational culture significantly affects employee engagement negatively and positively. A study by Mushtaque and Siddiqui (2020) proves this. One of the findings related to this research is that market culture is significantly positively correlated with work stress and significantly negatively correlated with employee engagement (Mushtaque & Siddiqui, 2020).

Job Burnout Factor Analysis

According to Sugiyono (2016), descriptive analysis is a type of statistical data used to analyze collected data rather than drawing conclusions that apply to general. Before conducting a deeper analysis, the data is processed first with Microsoft Excel.

Table 10. Recapitulation for Job Burnout

Category	Mean	Percentage
Low Tendency	1.00-2.00	40,67%
Moderate	2.01-3.00	56,67%
High Tendency	3.01-4.00	2,67%
Total		100%

Source: Data Processes, 2021

In this study, job burnout obtains by applying the Burnout Maslach Inventory or BMI (2001), consisting of 22 questions. Then, job burnout is divided into three categories, showing a person’s tendency to experience burnout, as shown in the table above. According to the aggregate results obtained, approximately 56.67% or more respondents tend to experience moderate job burnout. Approximately 40.67% of respondents have a low tendency to burnout. It can say that this is good enough because it can also explain whether employees are still satisfied with their work, although it is undeniable that the situation will bring pressure to them. Finally, around 2.67% of those surveyed have a high degree of job burnout.

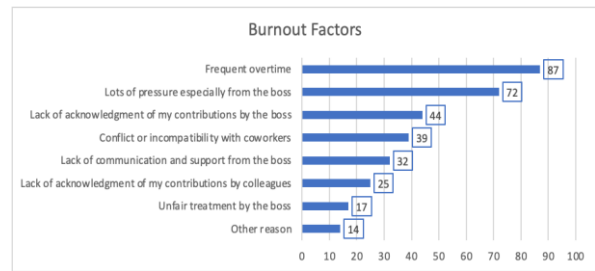


Figure 2. Burnout Factors for Gen-Z E-commerce Employee

Source: Data Processes, 2021

Two factors are the most influencing stress, frequent overtime, and pressure, especially pressure from superiors. These two factors are far from other factors such as lack of recognition of the contributions of superiors and colleagues, conflicts or disagreements with colleagues, lack of communication and support from superiors, and unfair treatment of superiors.

Each of the burnout factors listed above can be said to be entirely related to the company's employee engagement felt by employees. Remembered that data collection was carried out during the Covid-19 pandemic, additional external factors such as Work from Home (WFH) or hybrid policies could trigger stress for workers. According to a study conducted by Microsoft (2021), during the Covid-19 pandemic, it knows that Gen Z is vulnerable to stress. It is difficult to commit to their work because most of them have just started their careers . It is difficult for them to start because they did not experience the training, face-to-face onboarding, and networking they expected in the normal situation above (Bohan et al., 2021).

With the passing of policies related to the Covid-19 pandemic, many companies have enforced the WFH policy; this policy is indeed excellent and wise on the health and safety side. However, not a few complained about this because they felt that the working hours during WFH were longer than normal, as felt by 43.18% of the 12,000 Ministry of Finance employees based on an internal survey (Kurniati, 2020). As stated by one of the interviewees, during the WFH period, they felt that the intensity of the meetings had become much higher and often exceeded the end of

working hours, especially if a project or campaign was going on.

For Generation Z, recognition is a must. Lack of recognition may lead to a lack of confidence in the future, affecting their performance. Alternatively, in extreme circumstances, these problems may make them think of looking for work elsewhere that is better according to them. Then, the next is fairness, one of the most prominent examples of this category is the unfair treatment of superiors. This behavior will negatively impact individuals who feel the unfair treatment or even the surrounding environment is aware of it. An employee who is aware of being treated this way will quickly feel frustrated with his work. It is not impossible to enter the category of actively disengaged employees.

Conclusion

The conclusion that we can get from this study is that there is a significant effect between employee engagement and job burnout and between the two independent variables and job burnout. However, different results are aimed at the organizational culture, which does not significantly affect job burnout. The factors that make these results different can vary, such as educational background, length of work, etc.

Then from the six categories of factors that cause job burnout, the two factors with the highest scores are workload and control. These two factors are assumed to play a vital role in stress because they are directly related to the strong characteristics possessed by Generation Z related to work-life balance and recognition.

For further researchers, this research can use as a reference and comparison material. As a comparison material to deepen further research, theories related to organizational culture can reflect the company or field. The addition of other variables such as job satisfaction, performance, or turnover intention will expand further knowledge related to the continuation of this research.

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