

From digital pressure

by Wanda Gema

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From digital pressure to digital support: How ICT demands and resources shape burnout and job satisfaction among Generation Z sales employees



Mutia Azzahra^a | Wanda Gema Prasadio Akbar Hidayat^a ✉ | Mei Ling Goh^b |
Rajesh Prettypal Singh^a | Purnamaningsih Purnamaningsih^a

^aUniversitas Multimedia Nusantara, Indonesia.

^bMultimedia University, Malaysia.

Abstract As digital natives, Generation Z (Gen Z) dominates the Indonesian workforce but faces unique psychological pressures from constant digital connectivity. While Information and Communication Technology (ICT) can provide essential resources, it also imposes significant digital demands that may jeopardize employee well-being. This study investigates the dual-path impact of ICT Demands and ICT Resources on Burnout and Job Satisfaction, specifically examining the mediating role of Work-Family Balance (WFB). A quantitative approach was employed to survey 140 Gen Z sales employees in Tangerang, Indonesia. Data were analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) to evaluate path coefficients and mediation effects. The structural model revealed that ICT Demands significantly increase Burnout ($\beta = 0.314$, $t = 4.647$, $p < 0.001$) and diminish WFB ($\beta = -0.361$, $t = 5.774$, $p < 0.001$). Conversely, ICT Resources significantly enhance WFB ($\beta = 0.495$, $t = 7.779$, $p < 0.001$) and mitigate Burnout ($\beta = -0.304$, $t = 5.011$, $p < 0.001$). WFB acts as a critical mediator, effectively reducing Burnout ($\beta = -0.342$, $t = 4.895$, $p < 0.001$). Furthermore, Burnout was found to have a powerful negative impact on Job Satisfaction ($\beta = -0.752$, $t = 14.165$, $p < 0.001$). The model demonstrated strong predictive relevance, with R^2 values of 0.666 for Burnout and 0.565 for Job Satisfaction. The findings underscore the importance of managing the technological double-edged sword to retain Gen Z. Companies must transition from merely providing digital tools to actively managing ICT-based workloads and fostering WFB-supportive policies to sustain professional engagement and minimize the high risk of Burnout in the digital era.

Keywords: JD-R theory, digital paradox, technostress, employee well-being, PLS-SEM

1. Introduction

Rapid changes in the world of work, particularly the emergence of Generation Z in the workforce, have brought new challenges to managing workplace stress. Generation Z, born between 1997 and 2012, is highly connected to digital technology and has different expectations of the work environment compared to previous generations. According to the Indonesia Gen Z Report (2024), Generation Z has become the largest productive age group in Indonesia, with 74.93 million people, or approximately 28% of the total population. As a generation known as digital natives, Gen Z has grown up with digital technology from an early age and is therefore highly accustomed to adapting to various devices and applications. These characteristics make them more critical, quick learners, open to change and also high-achievers in the workplace. For Gen Z, work is not merely about income, but also about meaning, flexibility, and an environment that supports mental health.

Generation Z also tends to be more critical of work environments perceived as unhealthy. According to Sakitri (2021), Gen Z is known as the dialoguer, a generation that believes in the importance of communication in conflict resolution and change through dialogue. In addition, Gen Z is open to diverse perspectives and enjoys interacting with people from various backgrounds. As a result, Gen Z is more willing to express dissatisfaction than previous generations, particularly regarding work-family balance and mental health.

Furthermore, based on a survey conducted by Kronos Incorporated (2019), cited in Sakitri (2021), 33% of Gen Z respondents out of 3,400 individuals across various countries not only consider workplace flexibility important but also view it as an essential need. Indirectly, Gen Z emphasizes that mental health is a primary factor influencing their decision to stay in or leave a job. This finding indicates that Gen Z holds different standards in evaluating job quality, not solely based on salary but also on mental well-being. The resignation plans among Generation Z respondents are presented in Table 1.

The Jakpat survey (2024) shows that resignation intentions among Gen Z are relatively high, with only 41% stating they have no intention of leaving their jobs. Conversely, 59% of respondents expressed intentions to resign for various reasons,

including waiting for bonuses (8%), planning to resign within the next six months (10%), within one year (8%), or with no clear timeline (34%) (see Table 1). These data indicate that Gen Z's work orientation is dynamic, with decisions to stay or leave heavily influenced by daily work experiences, levels of job satisfaction or dissatisfaction, and psychological factors related to work-family balance.

Table 1 Report Understanding Gen Z in the Workplace.

Resignation Plans of Gen Z (n = 295 respondents)	
Resignation Plan	Percentage
Resign after receiving the Eid Allowance	8%
Resign within the next 6 months	10%
Resign within the next year	8%
Resign without a specific timeframe	34%
No resignation plans	41%

Source: Jakpat (2024).

Table 2 presents the indications of Generation Z respondents who are considering looking for a different type of job.

Table 2 Report Understanding Gen Z in the Workplace.

Indications of Looking for a Different Type of Job	
Indications	Percentage
Staying in the current position	40%
Taking opportunities if offered different jobs	37%
Wanting to try different types of work	23%

Source: Jakpat (2024).

Further indications of Gen Z's job-seeking behavior reflect similar patterns. As many as 40% of respondents chose to remain in their current positions, 37% were inclined to accept new job offers when opportunities arose, while 23% actively sought different types of jobs (see Table 2). This fact reinforces the notion that Job Satisfaction among Gen Z is not only related to financial compensation but is also influenced by the quality of the work environment, opportunities for development, and the alignment between work and personal values and lifestyle. Overall, both resignation tendencies and job-seeking orientations suggest that Job Satisfaction for Gen Z is closely related to psychological needs, work-family balance, and opportunities for self-development. When these factors are unmet, intentions to leave or seek new opportunities increase.

According to Augustine et al. (2022), Job Satisfaction refers to an attitude toward one's job; in other words, Job Satisfaction is an affective or emotional response to various aspects of an individual's work. Saputra (2022) adds that one factor influencing employee Job Satisfaction is the work environment. The work environment within a company plays an important role in facilitating smooth operations; a suitable environment can satisfy employees in carrying out their activities and also contribute to improved performance and Job Satisfaction. Research by Rhayu and Dahlia (2023) shows that Job Satisfaction is correlated with employee motivation and performance; however, among younger generations, Job Satisfaction declines more rapidly when the work environment does not meet expectations. It aligns with the findings of Aisy et al. (2025), which indicate that Gen Z employees who are satisfied with their jobs tend to be more motivated, exhibit higher commitment, and strive to deliver optimal performance. Furthermore, Job Satisfaction among Gen Z has been shown to mediate the relationship between work-family balance and performance, underscoring the importance of work-family balance in enhancing this generation's performance.

The growth trend of e-commerce transactions in Indonesia from 2019 to 2024 is presented in Figure 1.

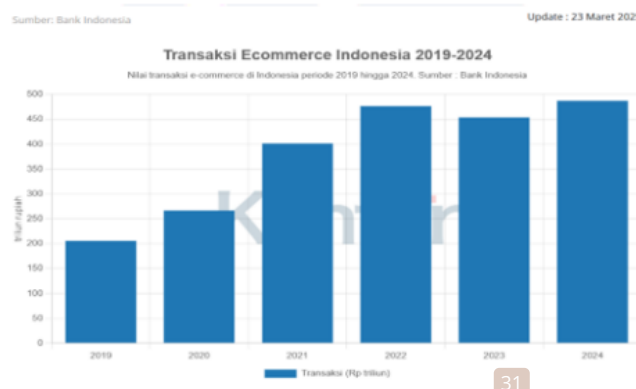


Figure 1 Indonesian E-commerce Transactions 2019-2024.

Source: Bank Indonesia (2025).

31 The sales industry is increasingly intertwined with digital development. Data from Bank Indonesia (2025) indicate that e-commerce transaction value in Indonesia has continued to grow over the past five years. In 2022, e-commerce transactions reached IDR 476.3 trillion, then slightly declined in 2023 to IDR 453.75 trillion (-4.7%), before rising again in 2024 to IDR 487.01 trillion (+7.3%) (see Figure 1). This development underscores that the sales sector is now highly dependent on digital technology, making the use of ICT an inseparable part of daily work activities, including for sales employees.

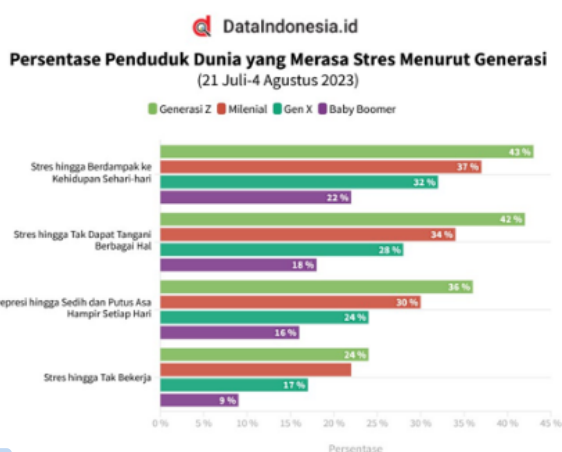
According to Mutaqin et al. (2024), users of information and communication technology may direct their use toward either negative or positive outcomes that benefit human life. It implies that ICT use in work has two sides: demands (ICT demands) that can generate pressure, and resources (ICT resources) that can support work effectiveness. Excessive technology use can result in negative impacts in the form of digital stress through various mechanisms. Digital stress refers to feelings of pressure or stress arising from excessive technology use in daily activities, which can adversely affect both mental and physical well-being (Imron & Abdullah, 2023). Common examples include constant pressure to respond quickly, excessive information processing, and increased workloads from continuous connectivity, all of which can lead to technological dependency.

Additionally, expectations to remain available outside working hours further increase workload and disrupt employees' work-family balance. Such work pressures ultimately trigger stress and mental strain among employees (Maharani et al., 2023). However, research by Ningsih (2024) demonstrates that ICT can enhance flexibility, improve communication, and accelerate task completion when used appropriately. It emphasizes that employees' perceptions of ICT largely determine whether technology becomes a burden or a resource. 99

In carrying out their work, Generation Z is highly dependent on information and communication technology (ICT). The presence of ICT enables them to work more quickly and flexibly and to remain connected with colleagues and customers. However, ICT can also generate new demands (ICT demands), such as the obligation to always be online, information overload, or urgent work requests outside office hours. When ICT is used excessively or without boundaries, it can increase work pressure. Conversely, when perceived as a resource (ICT resources), ICT can facilitate work, enhance efficiency, and provide time flexibility. Pressure from heavy workloads combined with intensive ICT use can lead to Burnout.

According to Ellen and Schultz (1998), cited in Sundari and Meria (2022), Burnout is a condition of exhaustion arising from situational demands that require intense emotional involvement, both physical and mental, and is often exacerbated by high individual expectations for optimal performance. Burnout can trigger emotional and physical exhaustion, negative attitudinal changes, and a reduced sense of personal accomplishment. Research by Andryan and Suminar (2024) shows that although technology is designed to enhance efficiency and productivity, excessive and complex use can become a substantial source of stress, ultimately increasing the risk of Burnout. Elements of technostress, such as overload, invasion, complexity, insecurity, and uncertainty, play key roles in influencing psychological well-being, affecting not only mental and emotional conditions but also professional performance and overall quality of life. Uncontrolled ICT use increases the risk of Burnout as workers feel burdened by the demand to remain digitally active at all times.

The percentage of the world population experiencing stress by generation in 2023 is illustrated in Figure 2.



48 **Figure 2** Percentage of the World Population Experiencing Stress by Generation in 2023.

Source: Data Indonesia (2023).

According to IPSOS data, Generation Z tends to experience higher levels of stress than older generations. Many of them even experience prolonged stress that affects their daily activities. Data from the Ipsos survey conducted between July 21 and August 4, 2023, involving 23,274 respondents across 31 countries, show that Generation Z is more vulnerable to stress than other generations. As many as 43% of Gen Z reported that stress directly impacted their daily lives, higher than Millennials (37%), Generation X (32%), and Baby Boomers (22%). Furthermore, 42% of Gen Z experienced stress to the extent that they were unable to cope with various matters, a figure higher than those of Millennials (34%), Generation X (28%), and Baby

Boomers (18%) (see Figure 2). This condition is further aggravated by 36% of Gen Z who felt depressed, sad, and hopeless almost every day, significantly higher than other generations. The high stress levels indicate that Gen Z faces serious challenges in maintaining mental health, especially when entering a high-pressure work environment.

To strengthen the empirical phenomena described earlier, the researcher conducted a pilot survey involving 33 Gen Z sales employees in the Tangerang area. Respondents were selected based on criteria including age between 17 and 23 years, active employment in sales with at least 2 years of work experience, and residence in Tangerang. This survey aimed to obtain an initial overview of Job Satisfaction levels, sources of dissatisfaction, and factors contributing to work-related stress experienced by Gen Z. The results served as a foundation for understanding the research variables, including ICT demands, ICT resources, work-family balance, Burnout, and Job Satisfaction, within a contextual framework.

The main factors contributing to job dissatisfaction among Generation Z employees in the sales sector are shown in Figure 3.



Figure 3 Factors of Job Dissatisfaction among Gen Z in the Sales Sector.

Source: Primary Data, (2025).

Based on the initial pilot survey of 33 Gen Z respondents in the Tangerang sales sector (2025), job dissatisfaction was primarily caused by inadequate salary (83%), work interference with personal time (76%), and heavy workloads (68%). These findings reinforce the IPSOS (2023) survey results, indicating that stress and work pressure are major challenges for this generation. Prolonged Burnout not only disrupts mental health but also has the potential to reduce productivity and overall Job Satisfaction. Given that Gen Z is known to be more vulnerable to Burnout than previous generations due to their familiarity with speed and multitasking demands, as shown in Figure 3 IPSOS Data (2023), this findings aligns with Sembodo et al. (2024), which demonstrate that unmanaged Burnout can reduce productivity, lower Job Satisfaction, and increase turnover intentions.

According to Rizal et al. (2023), Burnout not only reduces productivity but also affects employees' mental health. This finding aligns with the World Health Organization's classification of Burnout as a global occupational phenomenon that directly impacts mental health and organizational performance. Research by Pratiwi et al. (2023) shows that high levels of Burnout are negatively correlated with Job Satisfaction and employee commitment. Thus, the high resignation intentions among Gen Z can be seen as a reflection of low Job Satisfaction and commitment rooted in work pressure and exhaustion. This condition underscores that Gen Z is more vulnerable to Burnout, requiring companies to pay greater attention to work-family balance and mental health to maintain loyalty and performance. Under such conditions, work-family balance becomes a crucial factor in minimizing the prolonged effects of Burnout. The importance of work-life balance among Generation Z respondents is presented in Table 3.

Table 3 Report Understanding Gen Z in the Workplace.

Work-Life Balance Importance (n = 655 Gen Z respondents)	
Level of Importance of Work-Life Balance	Percentage
Important	92%
Neutral	7%
Unimportant	1%

Source: Jakpat, 2024.

According to the Jakpat survey (2024), 92% of Gen Z consider work-life balance important, 7% are neutral, and only 1% consider it unimportant (see Table 3). These data confirm that the majority of Gen Z emphasizes balancing work and personal life as a key factor in maintaining job satisfaction.

Table 4 shows the main reasons why Generation Z considers work-life balance important.

Table 4 Report Understanding Gen Z in the Workplace.

Reasons Why Work-Life Balance Is Important	
Reasons	Percentage
Maintain mental health	74%
Increase work enthusiasm	69%
Reduce stress	68%
Improve work performance	68%
Improve physical health	57%
Improve personal social relationships	53%
Pursuing hobbies	36%

Source: Jakpat (2024).

According to the Jakpat survey (2024), the main reasons Gen Z values work-life balance are maintaining mental health (74%), increasing work enthusiasm (69%), and reducing stress (68%). Additionally, work-life balance is perceived to improve work performance (68%), maintain physical health (57%), strengthen personal social relationships (53%), and provide space for hobbies (36%) (see Table 4). Thus, work-life balance functions as a burnout-prevention strategy and a support for sustained job satisfaction.

Figure 4 presents the main factors that influence Generation Z employees to stay in the company.

**Figure 4** Factors That Make Gen Z Stay in the Company.

Source: Primary Data (2025).

The pilot survey results further reinforce that work-family balance (28%) and fair compensation (40%) are the two main factors determining Gen Z's intention to remain in their jobs (see Figure 4). It aligns with the Jakpat survey (2024), which positions work-family balance and mental well-being as top priorities. According to Greenhaus et al. (2003), cited in Nugraha (2021), work-family balance is a condition in which individuals feel engaged and satisfied with the roles they play in both family life and in the workplace. Barnett and Hyde, cited in Greenhaus et al. (2003) as referenced by Nugraha (2021), explain that individuals who successfully achieve work-family balance can enhance their quality of life, protect themselves from negative impacts arising from one role, and respond more effectively to demands from multiple roles.

This study aims to examine the relationships among ICT Demands, ICT Resources, work-family balance, Burnout, and job satisfaction among Generation Z sales employees in the Tangerang area using a quantitative approach. Through systematic data collection and statistical analysis, this study is expected to provide deeper insights into how ICT demands and resources influence work-family balance, burnout levels, and job satisfaction. Prior to the main study, the pilot survey provided preliminary indications of key issues faced by Gen Z employees in the sales sector, relevant to the research variables.

While the existing literature acknowledges that ICT can act as both a demand (inducing stress) and a resource (enhancing productivity) (Mutaqin et al., 2024), there is limited empirical evidence that specifically maps the Twin-Path effect of ICT on Gen Z sales employees in Indonesia. Most studies focus on general technostress without distinguishing how ICT resources might mitigate the Burnout caused by ICT demands.

1.1. The Research Gap

While existing literature acknowledges the double-edged sword nature of ICT, there is a lack of empirical evidence mapping the Twin-Path effect, the simultaneous influence of ICT as a demand and a resource, specifically among Gen Z sales professionals in Indonesia. Current studies often overlook the role of Work-Family Balance (WFB) as a critical mediator in the digital sales context. Although 92% of Gen Z identify WFB as their top priority (Jakpat, 2024), research has not sufficiently explored how ICT resources might mitigate the burnout generated by ICT demands. This study fills this gap by examining these relationships through a quantitative lens and provides a localized theoretical framework for the Tangerang area. The results of this study are expected to provide recommendations for companies in creating a more conducive work environment for Generation Z, particularly in leveraging technology as a supportive resource rather than merely as an additional workload.

Furthermore, this research is expected to support the development of more effective management policies in maintain work-family balance, reduce Burnout, and enhance job satisfaction among employees in the digital era.

2. Materials and Methods

This study considers Generation Z as the research subject, namely individuals born between 1997 and 2012. The study focuses on Generation Z employees in the sales sector in the Tangerang area, with a minimum of 2 years of work experience. The selection of this research subject aligns with the data presented in the background section, which indicates that Generation Z currently constitutes the largest workforce group.

2.1. Research Design

According to Malhotra (2017:61), a research design is a plan or framework used in conducting a study. In a research design, a series of steps is required to obtain the information needed to formulate and resolve the problems that are the focus of the research.

In this study, the author employs a Conclusive Research Design within a Causal Research Design. The research is quantitative in nature and aims to examine the causal relationships among ICT Demands, ICT Resources and Job Satisfaction, with work-family balance and Burnout serving as mediating variables. Data were collected through the distribution of questionnaires to respondents who met the specified criteria: Generation Z sales employees (born between 1997 and 2012) in the Tangerang area with at least 2 years of work experience. The research instrument was a questionnaire using a 1–5 Likert scale, in accordance with the main journal's replication (Ninaus et al., 2021). Respondents were asked to provide answers based on their level of agreement with the statements presented, in order to measure the variables of ICT Demands, ICT Resources, work-family balance, Burnout, and Job Satisfaction.

This study uses both primary data and secondary data. Primary data were collected from respondents' answers to questionnaires distributed online via Google Forms, targeting Generation Z sales employees (born between 1997 and 2012) in the Tangerang area with at least 2 years of work experience. Meanwhile, secondary data were obtained from various sources, including scientific journals, research articles, and relevant news, to support the analysis of phenomena related to the research variables: ICT Demands, ICT Resources, work-family balance, Burnout, and Job Satisfaction.

2.2. Population and Research Sample

The population consists of Gen Z sales employees in Tangerang, Indonesia. A Judgmental (Purposive) Sampling technique was applied with the following criteria: (1) Born 1997–2012, (2) Employed in the sales sector, and (3) Minimum of 2 years tenure. This tenure requirement ensures respondents have sufficient experience with their company's ICT ecosystem to provide meaningful data. A total of 140 valid responses were collected, exceeding the minimum requirement of 135 (based on the formula of 5–10 observations per estimated parameter in SEM). This size provides sufficient statistical power to detect effect sizes in PLS-SEM. This study employs a conclusive causal research design. It utilizes secondary data (e.g., Bank Indonesia, Jakpat, IPSOS) to establish the industry context and primary data collected via structured questionnaires for hypothesis testing. Before the main study, a pilot survey (n=33) was conducted in Tangerang (2025). This pilot revealed that job dissatisfaction was primarily driven by work interference with personal time (76%) and heavy workloads (68%), reinforcing the necessity of investigating ICT demands (see Figure 5).

2.3. Data Collection Technique

This study obtains information using secondary data, in which all data, including journals, articles, and documented phenomena, are collected online rather than through direct interviews or primary data collection. The researcher developed a set of questions on ICT Demands, ICT Resources, Work-Family Balance, Burnout, and Job Satisfaction for respondents to answer. Therefore, this study uses the Google Forms platform to distribute questionnaires, with a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

2.4. Data Analysis Techniques

This study employs a pre-test to assess the feasibility and clarity of the research instrument before conducting the main test. The pre-test was conducted by distributing questionnaires via Google Forms to 30–40 respondents who met the criteria for Generation Z sales employees (born between 1997 and 2012) and had at least 2 years of work experience. The pre-test results were used to ensure that all question indicators were clearly understood and met initial validity and reliability requirements before the data were further analyzed using the Structural Equation Modeling (SEM) method in the main test.

The instrument testing in this study includes validity and reliability tests to ensure that each indicator accurately and consistently measures the constructs under study. Validity was evaluated using outer loading values (≥ 0.708), Average Variance Extracted ($AVE \geq 0.50$), and discriminant validity testing using the Fornell–Larcker criterion and HTMT (< 0.90).

Meanwhile, reliability was assessed using Cronbachs Alpha (≥ 0.70) and Composite Reliability (0.70–0.95) to ensure the internal consistency of the constructs, as shown in Figure 5.

Data analysis was conducted using Partial Least Squares–based SEM (PLS-SEM), which includes testing of the measurement (outer) model and the structural (inner) model. The measurement model was used to evaluate convergent validity, discriminant validity, and construct reliability using indicators such as factor loadings, AVEs, cross-loadings, and reliability values. Subsequently, the structural model was employed to analyze the relationships among latent variables based on the theoretical framework underlying the study, thereby testing the hypotheses and empirically explaining the relationships among the constructs.

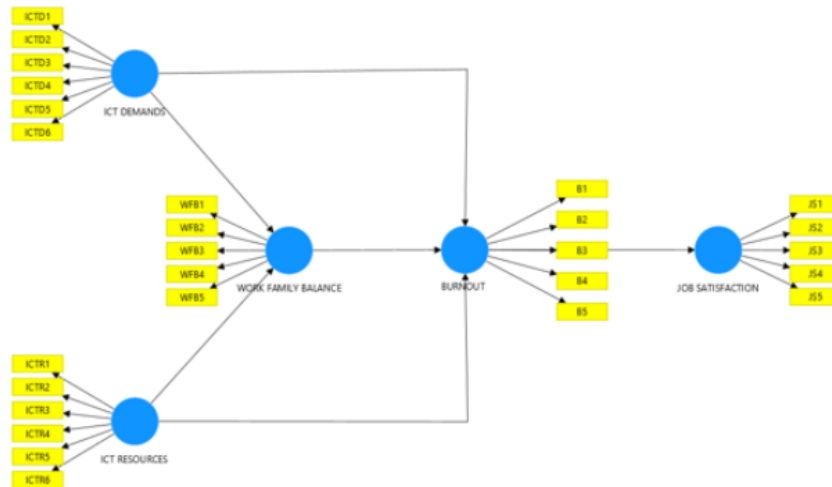


Figure 5 Overall Research Model.

2.5. Hypothesis Testing

In hypothesis testing, path coefficients are used to model the relationships among variables by indicating the direction and strength of the relationships in path-based analysis. These coefficients can be either positive or negative. In the hypothesis testing process, the t-statistic is used to assess whether independent variables have an effect on dependent variables within a specific context, as stated by Hair et al. (2017). In hypothesis testing, the p-value is the probability of incorrectly rejecting a true null hypothesis. In other words, although path coefficients are not inherently zero, the p-value helps determine whether the differences are statistically significant (Hair et al., 2017). Based on the theoretical framework, this study tests the following:

- H1: ICT Demands have a significant positive effect on Burnout.
- H2: ICT Resources have a significant positive effect on Work-Family Balance.
- H3: Burnout has a significant negative effect on Job Satisfaction.
- H4: Work-Family Balance has a significant positive effect on Job Satisfaction.
- H5: Burnout and Work-Family Balance mediate the relationship between ICT factors and Job Satisfaction.

3. Results

Based on the distribution of the questionnaires, the researcher collected primary data from respondents to support this study. Prior to data processing, the researcher conducted a screening analysis, or profiling, of all respondents' answers. In selecting respondents in the Generation Z category, the researcher used the generational classification in the Gen Z Report (2024), which defines Generation Z as individuals born between 1997 and 2012. In this study, the minimum number of respondents required was 135. The researcher successfully collected a total of 140 respondents, which were subsequently used for the main test analysis, with the following criteria: employees who belong to Generation Z (born between 1997 and 2012), employees working in the sales sector in the Tangerang area, and employees who have at least two (2) years of work experience. The results presented in Tables 5 through 9 provide a nuanced view of the Gen Z sales experience in Tangerang. Interestingly, while ICT Resources are rated as High (Mean: 3.78), the ICT Demands are perceived as Low (Mean: 2.13). This suggests that the sampled population effectively leverages technology for productivity without yet feeling overwhelmed by its intrusive qualities. Furthermore, the High Job Satisfaction (Mean: 3.82) and High Work-Family Balance (Mean: 3.81) scores correlate with the Low Burnout levels (Mean: 2.11). This indicates that when ICT is perceived primarily as a supportive resource rather than an additional workload, it fosters an environment where Gen Z can maintain their psychological well-being. However, as noted in the pilot survey, the risk remains high if the interference with personal time increases, highlighting a delicate equilibrium that organizations must manage to maintain these high satisfaction levels.

3.1. ICT Demands

The respondents' assessment results regarding the ICT Demands variable are presented in Table 5.

Table 5 Respondents' Assessment of the ICT Demands Variable.

No	Indicators	Response Frequency					Mean	Category
		1	2	3	4	5		
1	I often feel high time pressure due to ICT use	47	49	31	8	5	2.11	Low
2	I am stressed by the possibility of always having to be accessible via ICT	47	52	26	7	8	2.12	Low
3	My work process is often interrupted by calls, messages, or emails	38	65	22	8	7	2.15	Low
4	Working all day with ICT is a burden for me	52	52	18	8	10	2.09	Low
5	ICT creates more workload, causing me to work longer	37	64	21	6	12	2.23	Low
6	I find it difficult to manage various technologies such as email, SMS, and social media	48	50	28	7	7	2.11	Low
Total Mean							3.13	Low

Table 5 presents the mean scores for all respondents on the ICT Demands variable. The mean values for each indicator range from 2.09 to 2.23, and, when averaged, yield an overall mean score of 2.13, which falls into the Low category. Therefore, the level of ICT Demands among Generation Z sales employees in the Tangerang area is classified as low. It indicates that, in general, respondents do not feel burdened by the demands of ICT usage in their work. The use of ICT is not perceived as exerting excessive pressure, either in terms of additional workload or other operational demands. Overall, these results suggest that ICT Demands do not constitute a burdensome factor for employees in carrying out their daily tasks.

3.2. ICT Resources

The respondents' assessment results regarding the ICT Resources variable are presented in Table 6.

Table 6 Respondents' Assessment of the ICT Resources Variable.

No	Indicators	Response Frequency					Mean	Category
		1	2	3	4	5		
1	ICT makes work coordination and communication easier.	6	10	23	62	39	3.84	High
2	Thanks to ICT, I get more work done faster.	3	12	35	52	38	3.79	High
3	ICT increases my productivity.	8	11	30	56	35	3.71	High
4	ICT helps me find innovative ways to work.	6	11	23	51	49	3.90	High
5	ICT gives me the flexibility to access information anytime.	7	10	22	62	39	3.83	High
6	ICT enables me to stay up to date with my work.	12	12	22	62	32	3.64	High
Total Mean							3.78	High

Table 6 presents the mean scores for all respondents on the ICT Resources variable. The table shows that the majority of respondents rated all indicator items 4 or 5. The mean values of each indicator were then averaged, resulting in an overall mean score of 3.78, which falls into the High category. Therefore, Generation Z sales employees in the Tangerang area perceive ICT as providing significant support in facilitating their work. The consistently positive responses across all indicators indicate that ICT is perceived to enhance ease, effectiveness, and efficiency in work processes. Overall, employees assess ICT as playing a strong role as a resource that supports the smooth execution of daily tasks and work activities.

3.3. Work Family Balance

The respondents' assessment results regarding the Work-Family Balance variable are presented in Table 7.

Table 7 Respondents' Assessment of the Work-Family Balance Variable.

No	Indicators	Response Frequency					Mean	Category
		1	2	3	4	5		
1	I am satisfied with how I divide my time between work and family.	3	4	23	51	59	4.13	High
2	I am satisfied with my ability to balance work and family needs.	7	6	34	40	53	3.90	High
3	I have received information about workplace support for work-family balance that I can access at my workplace.	5	5	29	52	49	3.96	High
4	My work hours allow me to fulfill my responsibilities at home.	4	12	51	41	32	3.61	High
5	I want to spend more time with my family.	8	13	51	40	28	3.48	High
Total Mean							3.81	High

Table 7 presents the mean scores for all respondents on the Work-Family Balance variable. The table shows that most respondents rated all indicator items 4 or 5. The mean values of each indicator were then averaged, resulting in an overall mean score of 3.81, which falls into the High category. Therefore, the level of Work-Family Balance among Generation Z sales

employees in the Tangerang area is categorized as high. It indicates that, in general, respondents feel capable of maintaining a balance between work demands and family life, in terms of time management, division of responsibilities, and support from the work environment. Overall, these results demonstrate that employees can manage their work and family roles effectively, resulting in a good level of work-family balance.

3.4. Burnout

The respondents' assessment results regarding the Burnout variable are presented in Table 8.

Table 8 Respondents' Assessment of the Burnout Variable.

No	Indicators	Response Frequency					Mean	Category
		1	2	3	4	5		
1	I feel burned out by my work.	28	40	56	10	6	2.47	Low
2	I feel tired when I wake up in the morning and have to go back to work.	38	52	37	6	7	2.23	Low
3	I feel drained at the end of the workday.	48	65	17	7	3	1.94	Low
4	There are days when I feel tired before I even get to work.	62	59	11	5	3	1.77	Very Low
5	I am increasingly talking negatively about my work.	38	65	25	4	8	2.14	Low
Total Mean							2.11	Low

Table 8 presents the mean scores for all respondents on the Burnout variable. The table shows that most respondents selected 1-3 for all indicator items of this variable. All mean values were calculated based on the average of each indicator, resulting in an overall mean score of 2.11, which falls into the Low category.

Therefore, the level of Burnout among Generation Z sales employees in the Tangerang area is categorized as low. It indicates that, on average, respondents do not experience severe work-related exhaustion in the form of physical fatigue, emotional exhaustion, or job-related cynicism. The finding suggests that the respondents' working conditions remain within tolerable limits and have not yet led to Burnout that could disrupt productivity.

3.5. Job Satisfaction

The respondents' assessment results regarding the Job Satisfaction variable are presented in Table 9.

Table 9 Respondents' Assessment of the Job Satisfaction Variable.

No	Indicators	Response Frequency					Mean	Category
		1	2	3	4	5		
1	I am very satisfied with this job.	5	5	15	51	64	4.17	High
2	I am satisfied with the type of work I do.	7	5	26	55	47	3.93	High
3	I look forward to coming to work every day.	8	7	27	56	42	3.84	High
4	At the end of each workday, I have had a good day.	7	12	36	49	36	3.68	High
5	If I were starting my career over, I would still choose this job.	12	12	38	51	27	3.49	High
Total Mean							3.82	High

Table 9 presents the mean results for all respondents on the Job Satisfaction variable. From the table, most respondents gave responses in the range of 4 to 5 for all question indicators. The mean value of each indicator was then averaged, resulting in a total mean of 3.82, which falls into the High category.

Thus, the level of Job Satisfaction among Generation Z sales employees in the Tangerang area is in the high category. It means that, on average, respondents feel satisfied with their jobs, both in terms of the type of work and the daily experiences in the workplace, and in positive feelings after completing their tasks. In addition, respondents tend to choose the same job if allowed to start their careers again, indicating a strong, stable level of Job Satisfaction.

3.5.1. Direct Effects Analysis

The direct relationships within the structural model were evaluated using a bootstrapping procedure with 5,000 subsamples. As shown in Table 10, all hypothesized direct paths are statistically significant ($p < 0.05$). The strongest direct relationship is observed in the negative impact of Burnout on Job Satisfaction ($\beta = -0.752$), followed by the positive influence of ICT Resources on Work-Family Balance ($\beta = 0.495$). These results indicate that while ICT Demands exacerbate pressure, ICT Resources serve as a critical functional support (see Figure 6).

The direct hypothesis testing results of the structural model are presented in Table 10.

3.5.2. Indirect (Mediation) Effects Analysis

The mediation analysis in Table 11 highlights the "dual-path" role of Work-Family Balance (WFB). The results confirm that WFB significantly mediates the relationship between ICT factors and Burnout. Specifically, ICT Resources effectively

mitigate Burnout by first enhancing an employee's ability to balance professional and personal roles ($\beta = -0.170$). Conversely, ICT demands are associated with higher Burnout levels, partially by disrupting this balance ($\beta = 0.124$).

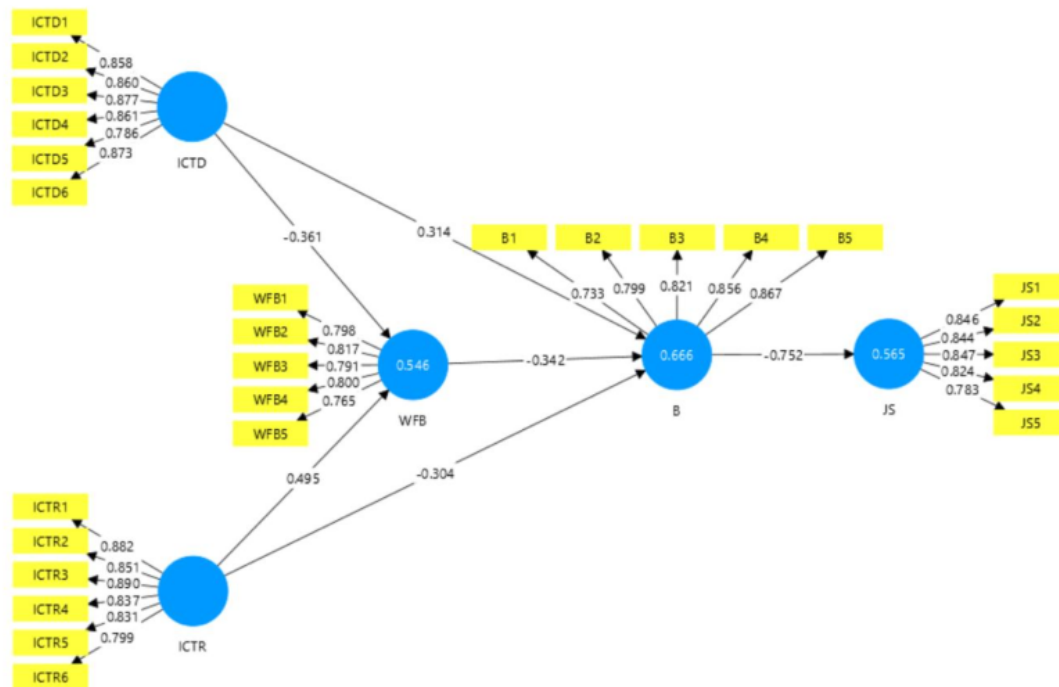


Figure 6 Findings – SEM PLS path analysis.

Table 10 Direct Hypothesis Testing Results.

Hypothesis	Path	Original Sample (β)	T-Statistic	P-Value	Decision
H1	ICT Demands Burnout	0.314	4.647	0.000	Supported
H2	ICT Resources Burnout	-0.304	5.011	0.000	Supported
H3a	ICT Demands Work-Family Balance	-0.361	5.774	0.000	Supported
H3b	ICT Resources Work-Family Balance	0.495	7.779	0.000	Supported
H3c	Work-Family Balance Burnout	-0.342	4.895	0.000	Supported
H4	Burnout Job Satisfaction	-0.752	14.165	0.000	Supported

Table 11 Indirect Effect Results.

Path	Original Sample (β)	T-Value	P-Value	Decision
ICTD WFB Burnout	0.124	3.842	0.000	Supported
ICTR WFB Burnout	-0.170	4.249	0.000	Supported

3.5.3. Structural Model Quality (R^2)

The model's predictive power is summarized in Table 12. The R^2 value for Burnout is 0.666, suggesting that ICT Demands, ICT Resources, and WFB collectively explain 66.6% of the variance in employee exhaustion. For Job Satisfaction, the model explains 56.5% of the variance. According to the criteria established by Hair et al. (2017), these values represent a moderate-to-strong level of predictive relevance for the Gen Z demographic.

Table 12 Results of R-Square (R^2) Testing.

Endogenous Variable	R^2	R^2 Adjusted	Predictive Relevance
Burnout	0.666	0.659	Moderate-Strong
Job Satisfaction	0.565	0.562	Moderate
Work-Family Balance	0.546	0.539	Moderate

4. Discussion

4.1. The Influence of ICT Demands Variables in Increasing Burnout

Based on the researcher's hypothesis testing, a t-statistic of 4.647 was obtained, which meets the criterion of t-statistics ≥ 1.64 , and a p-value of 0.000, which meets the criterion of ≤ 0.05 . In addition, the β -coefficient of 0.314 meets the criterion of $\beta \geq 0$, indicating a positive relationship. Thus, it can be concluded that ICT Demands have a positive and significant effect on Burnout, and therefore, Hypothesis 1 is accepted. Various previous studies support these results. Research by Ninaus et al. (2021) shows that ICT Demands have a positive effect on Burnout: the greater the perceived pressure from technology use, the greater the emotional and mental exhaustion. This finding is consistent with the results of a study by Stadin et al. (2021) involving 3,846 public sector employees in Sweden, which shows that ICT demands such as the need to always be responsive, remain constantly connected, or deal with technical problems, significantly increase the risk of Burnout.

Furthermore, a longitudinal study by Tement et al. (2024) shows that technostress, including technology-based demands (ICT Demands), is positively associated with Burnout, hair cortisol levels, and low-grade inflammation, confirming that technology-based workloads negatively affect both psychological and physiological health. These findings are further reinforced by a study by Nuutinen and Bordi (2025), which used hierarchical regression analysis with 323 elementary school teachers in Finland and found that ICT availability demands had a positive effect on Burnout during the COVID-19 pandemic.

4.2. The Influence of ICT Resources Variables in Reducing Burnout

Based on the researcher's hypothesis testing, a β -coefficient of -0.304 was obtained, with a t-statistic of 5.011, which is greater than the critical value of 1.64, and a p-value of 0.000, which is smaller than 0.05. The negative β value indicates a negative relationship between ICT Resources and Burnout. Thus, it can be concluded that ICT Resources have a significant and negative effect on Burnout, and therefore Hypothesis 2 is accepted. These results are consistent with previous studies. Research by Ninaus et al. (2021) shows that ICT Resources have the potential to reduce Burnout because technological flexibility, access to information, and digital support help employees complete their work more efficiently, thereby reducing work pressure. It is supported by a study by Christensen et al. (2024), which found that computer-related obstacles increase the risk of negative outcomes. In contrast, the presence of technological support and training (ICT resources) actually reduces strain and Burnout, underscoring the protective role of ICT support (Purnamaningsih et al., 2026).

A prospective study by Kaltenegger et al. (2024) also shows that digital competence and technological support serve as ICT resources that can modify the relationship between technostress and Burnout. The greater the support or digital competence individuals possess, the smaller the increase in Burnout symptoms in the subsequent period. In line with this, a study by Wirth et al. (2024) found that a lack of technical support predicts Burnout among nurses. In contrast, adequate technical support is negatively correlated with Burnout, suggesting that greater technological support is associated with a lower risk of work-related exhaustion. Another study by Chen et al. (2024) on teachers shows that ICT competence, as a personal ICT resource, negatively affects emotional exhaustion, one of the components of Burnout. It means that the higher an individual's ability to manage technology, the lower the level of emotional exhaustion experienced.

4.3. The Influence of ICT Demands Variables in Reducing Work-Family Balance

Based on the researcher's hypothesis testing, a β value of -0.361 was obtained, with a t-statistic of 5.774, which is greater than the critical value of 1.64, and a p-value of 0.000, which is smaller than 0.05. The negative β value indicates that higher ICT Demands are associated with lower employees' Work-Family Balance. Thus, it can be concluded that ICT Demands have a significant and negative effect on Work-Family Balance, and therefore, Hypothesis 3a is accepted. The results of this study are in line with various previous studies. Research by Ninaus et al. (2021) shows that increasing ICT Demands make employees feel they must always be connected, blurring the boundaries between work and personal life. This condition leads to role conflict and reduces Work-Family Balance. Consistent with this, a study by Zhang et al. (2023) also found that work-related connectivity after working hours through ICT (after-hours connectivity) increases work-to-family conflict and hampers role recovery within the family. The study, involving 420 workers in China, concluded that excessive engagement with work-related technology outside working hours damages Work-Family Balance.

The study by Chuang et al. (2024) also shows that exposure to work-related information via ICT is associated with increased work-family conflict and decreased well-being. This study, conducted among 285 telecommuting workers in Taiwan, shows that the intensity of exposure to work-related information, as a form of ICT Demands, directly impacts the decline in Work-Family Balance. Similar findings were reported by Elshaer et al. (2024), who examined 348 service-sector employees in Egypt. The study revealed that the use of work-related ICT increases work-family conflict as well as work stress, thereby reducing Work-Family Balance. The study by Rasulova and Tanova (2025) further reinforces this pattern by finding that obligations to use technology outside working hours increase work-life conflict. The study of 397 private-sector employees in Turkey shows that the greater the technological demands outside working hours, the lower individuals' perceived Work-Family Balance.

4.4. The Influence of ICT Resources Variables in Improving Work-Family Balance

Based on the research results, ICT Resources are proven to have a significant and positive effect on Work-Family Balance. It is indicated by a β value of 0.495, with a t-statistic of 7.779, which is greater than the critical value of 1.64, and a p-value of 0.000, which is below 0.05. Thus, Hypothesis 3b is accepted, meaning that the higher the ICT Resources available to employees, the better their Work-Family Balance. These findings are consistent with the study by Ninaus et al. (2021), which states that ICT Resources can enhance Work-Family Balance through flexibility in working time and location. Similar results are shown in the study by Alkhayyal and Bajaba (2024), which found that digital leadership and work-based learning, as forms of ICT Resources, can mitigate the negative effects of job demands and support Work-Family Balance. A study of 389 employees in the education sector in Saudi Arabia shows that the better the ICT support received by workers, the higher their perceived Work-Family Balance (Prasadio & Purnamaningsih, 2026).

The research by Nuutinen and Bordi (2025) also provides supporting evidence, showing that the availability of ICT Resources in the school environment helps to reduce the negative impact of technology use on teachers' personal lives. A study of 323 primary school teachers in Finland indicates that adequate ICT support improves Work-Family Balance, especially under demanding work conditions during the pandemic. In addition, the study by Jackson et al. (2024) shows that adequate technical support and digital solutions, such as ICT resources, can reduce workload during the transition to remote working systems. A study of 412 office workers in the United Kingdom found that the greater the availability of technical support, the better employees' Work-Family Balance. The study by Piirsalu-Kivihall and Mäkinie (2025) further strengthens these findings, in which ICT Resources are proven to weaken the negative effects of teleworking on Work-Family Balance. The longitudinal study of 402 remote workers in Estonia shows that ICT support and good job design can help employees maintain a balance between work and personal life despite increasing digital demands.

4.5. The Influence of Work-Family Balance Variables in Reducing Burnout

Based on the research results, Work-Family Balance is proven to have a significant and negative effect on Burnout. It is indicated by a β value of -0.342, with a t-statistic of 4.895, which is greater than the critical value of 1.64, and a p-value of 0.000, which is smaller than 0.05. Thus, Hypothesis 3c is accepted, meaning that the higher the employees' Work-Family Balance, the lower their Burnout. These findings are consistent with the study by Ninaus et al. (2021), which states that Work-Family Balance plays an important role in reducing Burnout; when individuals can balance work demands and personal life, levels of emotional and mental exhaustion tend to decrease. The study by Maglalang et al. (2021) also supports these findings, in which workplace flexibility and Work-Family Balance are proven to be associated with a reduced risk of Burnout. The study of 874 healthcare workers in the Boston Hospital Health Workers Study shows that increased work flexibility can significantly reduce Burnout.

The research by Boamah et al. (2022) provides additional findings: work-life interference (the opposite of Work-Family Balance) actually increases Burnout, suggesting that better Work-Family Balance will reduce Burnout. Academic studies show that the greater the interference of work with personal life, the higher the burnout symptoms. Similar results are also reported in the study by Kilova et al. (2024), which examined 377 general practitioners in Bulgaria during the pandemic. The study shows that satisfaction with Work-Family Balance is negatively related to burnout levels, so that the more balanced an individual's work and family life, the lower the Burnout perceived. In addition, the research review conducted by Li et al. (2022) strengthens consistent empirical evidence that Work-Family Balance functions as a protective factor against Burnout. Across various occupational samples and contexts, individuals with high Work-Family Balance consistently show lower levels of Burnout.

4.6. The Influence of Burnout Variables in Reducing Job Satisfaction

Based on the research results, Burnout is proven to have a significant and negative effect on Job Satisfaction. It is indicated by a β value of -0.752, with a t-statistic of 14.165, which is far greater than the critical value of 1.64, and a p-value of 0.000, which is smaller than 0.05. Thus, Hypothesis 4 is accepted, meaning that the higher the level of Burnout employees experience, the lower their Job Satisfaction. These findings are consistent with the study by Ninaus et al. (2021), which found that Burnout negatively affects Job Satisfaction, with increased emotional exhaustion and work pressure leading to decreased Job Satisfaction. Similar results are reported in the study by Quesada-Puga et al. (2024) on healthcare workers in Spain, which shows that burnout dimensions, such as emotional exhaustion and depersonalization, contribute significantly to a decline in Job Satisfaction, thereby directly affecting workers' well-being.

The study by Petros et al. (2023) also reinforces these findings, in which nurses experiencing higher levels of Burnout are reported to have lower Job Satisfaction. This cross-sectional study of 1,760 healthcare workers shows that the higher the workers' Burnout, the lower their Job Satisfaction in the post-COVID-19 pandemic period. The consistency of the negative relationship between Burnout and Job Satisfaction is also demonstrated in the study by Maglalang et al. (2021) on 874 hospital workers, which found that high work pressure and low flexibility contribute to Burnout, which, in turn, reduces Job Satisfaction. These findings are strengthened by the study by Lushin et al. (2023) on child welfare workers, which reported that higher Burnout is associated with lower job satisfaction and increased turnover risk in the sector. In addition, the study by Katsogiannis

et al. (2024) on community pharmacists in Greece also shows a negative relationship between Burnout and Job Satisfaction. In the study, respondents who experienced higher levels of exhaustion tended to report lower levels of Job Satisfaction, reinforcing the evidence that Burnout is a significant predictor of decreased Job Satisfaction.

4.7. The influence of the Work-Family Balance variable on mediating the relationship between ICT Demands and ICT Resources on Burnout

Based on the hypothesis testing that has been conducted, it is found that the effect of ICT Demands on Burnout through Work-Family Balance has a β -coefficient value of 0.124, with a t-statistic of 3.842, which meets the criterion of t-statistics ≥ 1.64 , and a p-value of 0.000, which meets the criterion of ≤ 0.05 . Meanwhile, the effect of ICT Resources on Burnout through Work-Family Balance shows a β -coefficient of -0.170 , a t-statistic of 4.249, which meets the criterion of t-statistic ≥ 1.64 , and a p-value of 0.000, which meets the criterion of ≤ 0.05 . Thus, Work-Family Balance mediates the effects of both ICT Demands and ICT Resources on Burnout. These results are consistent with previous research by Ninaus et al. (2021), which demonstrates that Work-Family Balance acts as a mediator in the relationship between ICT Demands/Resources and Burnout. These findings are further strengthened by the study by Ma et al. (2021), which shows that techno-stressors negatively impact Work-Family Balance and are associated with emotional exhaustion, indicating that work-family imbalance serves as an important mediating mechanism.

The study by Harunavamwe and Ward (2022) also confirms that technostress increases work-family conflict and reduces well-being, which in turn leads to Burnout. In line with this, the research by Elshaer et al. (2024) finds that ICT use after working hours disrupts psychological detachment and increases role overload, in which Work-Family Balance functions as a mediator linking ICT use to negative outcomes such as strain and Burnout. Additional support comes from the study by Pileri et al. (2024), which shows that the dimensions of the work-family interface mediate the relationship between quantitative job demands and interpersonal strain. Therefore, based on the results of this study and supported by previous studies, it can be concluded that Work-Family Balance mediates the relationships between ICT Demands and ICT Resources and Burnout.

5. Conclusions

Based on the research and analysis on the effects of ICT Demands and ICT Resources on Burnout, with Work-Family Balance as a mediating variable, several conclusions can be drawn. This study has limitations, one of which is the researcher's inability to classify respondents by job type or the intensity of ICT use in the work context, which may limit the interpretation of the results and fail to fully capture differences in effects based on specific job characteristics. The findings of this study are as follows: ICT Demands have a positive effect on Work-Family Balance. The test results show a significant β value (t-statistic > 1.64 and p-value < 0.05); therefore, Hypothesis 1 is accepted. It indicates that the ICT demands perceived by employees influence their perception of Work-Family Balance. ICT Resources have a positive effect on Work-Family Balance. The obtained t-statistic exceeds the significant threshold of 1.64, and the p-value is < 0.05 ; Hypothesis 2 is accepted. Thus, the greater the available ICT resources, the better employees' Work-Family Balance is perceived to be. Work-Family Balance negatively affects Burnout. The values of $\beta = -0.342$, t-statistic = 4.895 (> 1.64), and p-value = 0.000 (< 0.05) indicate that Hypothesis 3c is accepted. It means that the better an employee's Work-Family Balance, the lower their risk of Burnout.

Burnout negatively affects Job Satisfaction. The test results show a β value of -0.752 , a t-statistic of 14.165 (> 1.64), and a p-value of 0.000 (< 0.05). Hypothesis 4 is accepted. It shows that a high level of Burnout reduces employees' Job Satisfaction. Work-Family Balance mediates the effect of ICT Demands on Burnout. The β -coefficient value of 0.124 with a t-statistic of 3.842 and a p-value of 0.000 indicates that Hypothesis 3d (on the ICT Demands $\rightarrow$ Work-Family Balance $\rightarrow$ Burnout path) is accepted. It means that Work-Family Balance serves as an explanatory mechanism for how ICT Demands can increase Burnout. Work-Family Balance also mediates the effect of ICT Resources on Burnout. The β -coefficient value of -0.170 with a t-statistic of 4.249 and a p-value of 0.000 indicates that Hypothesis 3d (on the ICT Resources $\rightarrow$ Work-Family Balance $\rightarrow$ Burnout path) is accepted. It illustrates that the availability of ICT resources can reduce Burnout by improving Work-Family Balance. Overall, Work-Family Balance is proven to play an important mediating role in linking both ICT Demands and ICT Resources to Burnout. When the balance between work and family life is maintained, the negative impacts of ICT demands can be suppressed, and the benefits of ICT resources can be maximized to reduce Burnout.

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6. Declarations

6.1. Ethical considerations

The authors were committed to complying with all ethical standards in this research.

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6.2. Use of artificial intelligence (AI)

The authors declare that the generative artificial intelligence (AI) tool ChatGPT (OpenAI) was used exclusively for language editing and grammatical improvement. The use of AI did not influence the scientific content, study design, data analysis, data interpretation, results, or conclusions of the manuscript. Full responsibility for the content remains with the authors.

6.3. Conflict of Interest

The authors declare no conflicts of interest.

6.4. Funding

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