

ABSTRACT

This study aims to analyze the influence of burnout on the mental well-being of Generation Z employees and examine the role of social support as a moderating variable. Grounded in the Conservation of Resources (COR) theory, the research employs a mixed-methods approach with a sequential explanatory design. In the quantitative phase, data were collected from 50 Generation Z employees in Semarang and Yogyakarta, analyzed using Partial Least Squares – Structural Equation Modeling (PLS-SEM) via SmartPLS 4 software. The qualitative phase involved in-depth interviews with six informants to provide a deeper understanding of the statistical findings.

The quantitative results demonstrate that burnout has a significant negative effect on mental well-being ($\beta = -0.209$; $p < 0.05$), with cognitive impairment identified as the dominant indicator. Interestingly, the findings show that social support does not moderate the relationship between burnout and mental well-being ($p = 0.867$). However, social support exerts a very strong and positive direct influence on mental well-being ($\beta = 0.657$; $f^2 = 0.992$). The qualitative phase revealed that the insignificant moderating effect is attributed to the presence of "pseudo-support" (mere lip service), high levels of self-reliance among individuals, and the role of social support as a preventive rather than a curative resource. This study suggests that organizations should transition from performative verbal encouragement toward concrete, trust-based structural interventions to optimize the mental well-being of Generation Z employees.

Keywords: Burnout, Mental Well-being, Social Support, Generation Z, Mixed Methods, COR Theory.

