

Addressing Burnout Among Generation Z Through a Bibliometric Review and the Role of Human Resource Management in Its Prevention

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ABSTRACT

This study evaluates a group of 20 publications related to burnout among Generation Z. The publications were selected from various scientific journals relevant to human resource management. This study uses a descriptive bibliometric analysis method consisting of four main stages: identification, screening, eligibility, and inclusion. First, a search for scientific articles was conducted using the keywords “burnout,” “Generation Z,” and “human resource management” in databases such as Google Scholar, yielding 10,500 publications. Next, the articles were screened based on language and publication period criteria, leaving 7,650 relevant articles. Finally, after a thorough reading, 20 review articles were selected for analysis, covering the causes of burnout, its impacts, and HR management strategies for its prevention. The data was processed using VOSviewer for visualization of the interrelationships between topics.

Keywords: *Burnout, Bibliometric, Generation Z, Human Resource Management, VosViewer*

1. INTRODUCTION

Burnout has become one of the biggest problems in the modern workplace, especially for Generation Z who have just entered the workforce. According to [1], burnout is defined as emotional exhaustion, lack of motivation, and negative effects on work performance caused by inconsistent work practices. Research on burnout has increased over the past few years, showing that Generation Z has higher stress levels than previous generations. Factors including high work-related stress, economic instability, and negative attitudes toward work-related performance often rank among the top causes of burnout in this generation [2].

Gen Z, consisting of individuals born between 1990 and 2010, has a unique style that distinguishes them from previous generations in the workplace. They are known to place a high value on life values and work-related aspirations, but they often face criticism from a competitive work environment [3]. According to recent research, this generation is more likely to experience stress due to declining work-related productivity and deteriorating work environments [4]. In addition, the negative impact of digital technology, such as social media and bold communication in the workplace, has increased burnout among Generation Z, especially when the balance between work and personal life becomes increasingly strained [5].

Bibliometric analysis of research on burnout in recent years shows a significant increase in the number of publications discussing its impact on Generation Z. Bibliometric analysis enables the study of research methodologies, interdisciplinary collaboration, and situational analysis in academic literature, thereby providing a deeper understanding of this topic [6]. With this approach, research can identify the main factors contributing to burnout as well as strategies to overcome it that have been developed by HR practitioners and academics. In an organizational context, human resource management (HRM) takes a strategic approach to burnout.

According to recent research, organizational policies that support employee well-being, such as the implementation of work standards and mental health programs, can significantly reduce the risk of workplace accidents [7]. The Job Demands-Resources (JD-R) model is one of the most widely used tools for understanding the relationship between employee performance, available resources, and employee satisfaction. This model emphasizes the importance of employees having a balance between their work and personal lives. In addition, psychological intervention-based strategies are increasingly being developed to address work fatigue. Several studies recommend mindfulness training, stress reduction classes, and more empathetic leadership as effective ways to improve employees' psychological well-being [8]. The implementation of remote work policies and more flexible work schedules has also been shown to help improve employee well-being and reduce the emotional threshold caused by ongoing work-related stress [9].

Burnout affects not only individuals but also organizations as a whole. The prevalence of burnout among Generation Z can be linked to employee turnover, decreased employee job satisfaction, and decreased organizational productivity [10]. Therefore, understanding the phenomenon of burnout from a bibliometric perspective and explaining the need for HR management strategies in practice is crucial for creating a healthier and more productive work environment. As awareness of mental health issues in the workplace grows, this study aims to provide further insights into burnout among Generation Z through bibliometric analysis and explore strategies that can be implemented by HR management.

It is hoped that this research will produce more effective solutions to reduce work-related stress and improve the work ethic of Generation Z employees, enabling them to thrive and contribute in a pleasant and competitive work environment. In addition to being a personal issue, the fatigue experienced by Generation Z has an impact on business and the economy as a whole. Generation Z must face a number of major changes in the nature of work in this rapidly evolving digital age, such as increased use of technology, increased productivity demands, the shift to a gig economy, and remote work.

They are more vulnerable to long-term work-related stress due to these conditions, especially in companies with inadequate wellness programs [11]. Uncertainty in the global economy, increased workplace competition, and a lack of recognition for personal achievements are other factors contributing to burnout among Generation Z. Many businesses continue to use inflexible work structures that do not align with Generation Z's preference for flexible work-life balance [12]. Additionally, this generation is more vulnerable to stress due to high social expectations, particularly those stemming from social media, which often contribute to pressure to succeed financially and professionally. Several approaches, such as hybrid work policies, mental health programs, and more inclusive and supportive leadership, have been developed from an HR management perspective to address burnout [8]. However, the implementation of these techniques in practice still presents several challenges, especially given workplace cultures that still view long working hours as a sign of productivity. Therefore, this study examines the strategic role of HRM in creating more flexible and well-being-focused policies for Generation Z employees in contemporary workplaces, in addition to focusing on burnout trends through bibliometric analysis.

2. LITERATURE REVIEW

This section reviews the literature surrounding the concept of work-life balance, exploring its significance in contemporary work environments. It examines various

perspectives and findings on how balancing professional and personal responsibilities affects employee well-being, productivity, and organizational success.

2.1 The Concept of Work-Life Balance

Work-life balance refers to an individual's ability to balance their roles between work and personal life. [13] state that this balance describes the harmonious involvement or compatibility between these two aspects. A similar view is expressed by [10], who emphasize that work-life balance is not only related to work and family, but also to social activities.

[14] describes this concept as the level of satisfaction individuals experience in fulfilling multiple roles. [15] adds that work-life balance encompasses positive feelings toward involvement in both work and non-work activities, not merely time management.

2.2 Generation Z's Preferences for Work-Life Balance

Generation Z considers work-life balance to be an important aspect in choosing a career and work environment. This balance does not only mean flexibility in terms of time, but also includes freedom in determining leave time based on personal needs [16]. Companies that offer such flexibility are perceived as providing better support to employees in managing their work time. The greater the control individuals have over their lives and work, the greater the likelihood of achieving work-life balance. This directly impacts individual happiness, health, and success [16].

2.3 The Relationship Between Work-Life Balance and Employee Performance

The inability to achieve a balance between work and personal life can lead to stress, burnout, and a decline in employees' quality of life [17]. Conversely, organizations that give employees the opportunity to balance these two aspects will see positive effects in the form of improved employee performance. Performance is the result of the formation of behavior, mindset, and individual capacity gained through training and experience, which in turn impacts organizational efficiency [18]. Previous studies have proven that work-life balance has a positive effect on employee performance, including among millennials and Generation Z [19].

2.4 Burnout and Its Impact on Performance

High work demands can cause stress and emotional exhaustion, especially among Generation Z [20]. When individuals spend too much time on work, other important aspects of their lives may be neglected, leading to unhappiness. This prolonged stress can result in burnout, characterized by fatigue, mood changes, and decreased work performance. By maintaining work-life balance, the risk of burnout can be minimized, creating a healthier work environment [21].

2.5 The Role of Psychological Factors and Expectancy Theory in Performance

Employee emotions, both positive and negative, influence work performance. Burnout, as a negative emotion, arises when there is a mismatch between expectations and reality, leading to decreased concentration and the emergence of negative behavior [22]. This condition hinders dedication and reduces employee commitment and performance. This phenomenon is closely related to expectation theory, which states that the difference between actual outcomes and expected outcomes can influence

motivation and work performance [23]. According to [24], performance is a series of observable and measurable actions that are crucial factors in organizational success.

3. METHODS

Each quote from the book is cited in the text, and cite the source in the bibliography. In-text citations are written like this: (Author's last name, year: page) or (Author's last name, year) for the source of the book. While citations for online sources are written like this: (Last name of author/ editor/ institution, year of posting).

This study uses a descriptive bibliometric analysis method consisting of four main stages, namely identification, screening, eligibility, and inclusion [6]. This method was applied to examine the development of research on burnout among Generation Z and the contribution of HR management policies in overcoming it during the period 2020–2025.

In the identification stage, the researcher conducted an initial search for scientific articles using the keywords “burnout,” “Generation Z,” and “human resource management” through the main database, Google Scholar. From the initial search results, 10,500 publications were obtained that were considered relevant to the research topic.

The next stage was screening, which was carried out by filtering articles based on language criteria, namely only articles written in English. From the initial 10,500 publications, 1,390 articles were eliminated because they did not meet the criteria, leaving 9,110 articles eligible to proceed to the next stage.

In the eligibility stage, further selection was carried out based on the publication period (2020–2025) and the suitability of the article content with the main focus of the research, namely burnout in Generation Z in the context of HR management. After the content and publication year evaluation process, 1,460 articles were declared ineligible, leaving 7,650 articles.

The final stage was inclusion, which was the final selection of articles that met all the previous criteria. At this stage, a thorough reading and selection of review articles published in scientific journals were conducted. This selection aimed to ensure that each article contained information about the causes of burnout, its impact on Generation Z, and HR management strategies to prevent burnout. After the entire selection process was completed, 20 articles were selected for use in the bibliometric analysis.

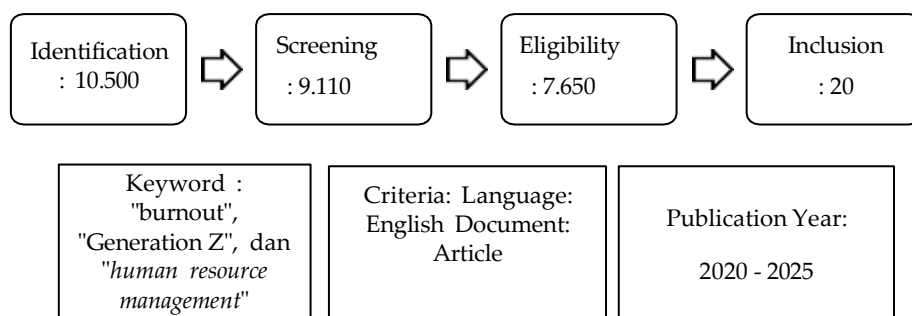


Figure 1. Stages in Data Refinement

The researchers used several applications to support data processing in this study, namely VOSviewer, which was used to visualize the interrelationships between topics and the focus of the research in the field being studied.

4. RESULTS AND DISCUSSION

Keyword mapping analysis was conducted using VOSviewer software to examine how the issues of burnout and Generation Z were discussed in various scientific publications. This visualization process was based on text data from article titles and abstracts, using a binary counting approach. The analysis results produced a visual network of keywords that formed 10 main clusters, each representing a specific thematic focus related to the issues studied.

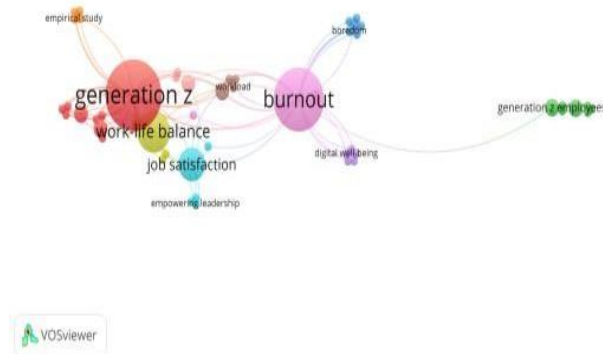


Figure 2. Visualization map of the keyword network using VOSviewer

Based on Figure 1, a visual map with various colors representing thematic clusters is visible. Each color groups words that frequently appear together in the literature on burnout and Generation Z, particularly in the context of the modern workplace. These clusters indicate that there are various perspectives in discussing this topic, ranging from psychological well-being, technology, leadership styles, to the work behavior of young people.

Table 1. Clusters and Keywords Within Them

Cluster	Number of Items	Most Frequent Keywords (Occurrences)	Keyword List
Cluster 1	9	generation z (9), job stress (2), performance (1)	emotional exhaustion (1), employee retention (1), employer brand (1), employer branding (2), generation z (9), job stress (2), performance (1), talent recruitment (1), talent retention (1)
Cluster 2	7	generation z employees (2), mental health (2), burnout (1)	burnout syndrome (1), generation z employees (2), healthcare workers (1), human resource manage (1), mental health (2), occupational health (1), psychological well-being (1)
Cluster 3	6	-	boredom (1), boreout (1), hospitality (1), meta-analysis (1), meta-review (1), tourism (1)
Cluster 4	5	work-life balance (5)	employee performance (1), managerial support (1), millennial (1), stress level (1), work-life balance (5)
Cluster 5	5	-	digital well- being (1), millennials (1), resilience (1), technology (1), wellness (1)
Cluster 6	5	job satisfaction (4)	empowering leadership (1), job satisfaction (4), organizational culture (1), quiet quitting (1), work stress (1)
Cluster 7	4	-	empirical study (1), employee motivation (1), job characteristic (1)
Cluster 8	4	turnover intention (2)	human resource (1), management strategies (1), turnover intention (2), workload (1)
Cluster 9	4	burnout (8)	burnout (8), generation y and z (1), role ambiguity (1), workplace (1)

Cluster 10	3	transformational leadership (2)	digital natives (1), leadership (1), transformational leadership (2)
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Source: Processed primary data (2025)

Then, to answer the research trend regarding burnout and work well-being in Generation Z, we can see the answer from the clusters generated by keyword mapping. Figure 2 shows the visualization of keyword density that frequently appears in the analyzed literature.

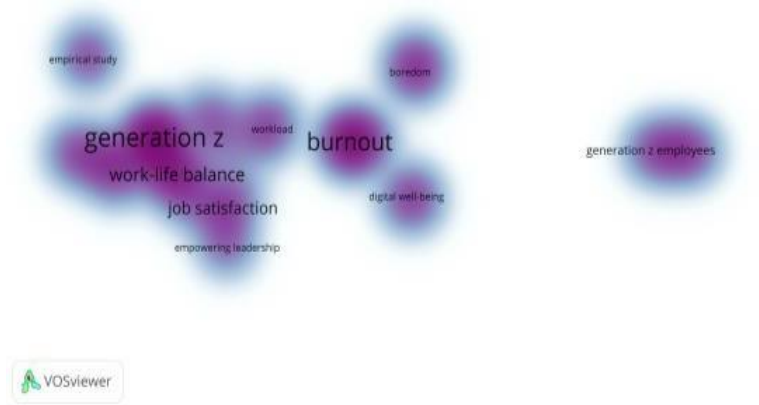


Figure 2. Visualization Map of Keyword Density using VOSviewer

The results of this mapping show that there is one cluster that appears the least based on keywords, namely Cluster 10. This cluster covers topics related to transformational leadership and digital natives. Additionally, there are several keywords that rarely appear in each cluster, such as empirical study, boreout, and wellness, indicating that these topics still receive limited attention in research related to Generation Z and the workplace. Figure 2: This keyword density visualization map also shows that words such as “generation z” and “burnout” are the main focus. This means that there is still a research gap on issues of transformational leadership, digital well- being, and work motivation, which are likely to become research trends in the future, especially when linked to the dynamics of the new generation in the current workplace and future challenges.

From the researchers' perspective, there is also one cluster, as presented in Figure 3:

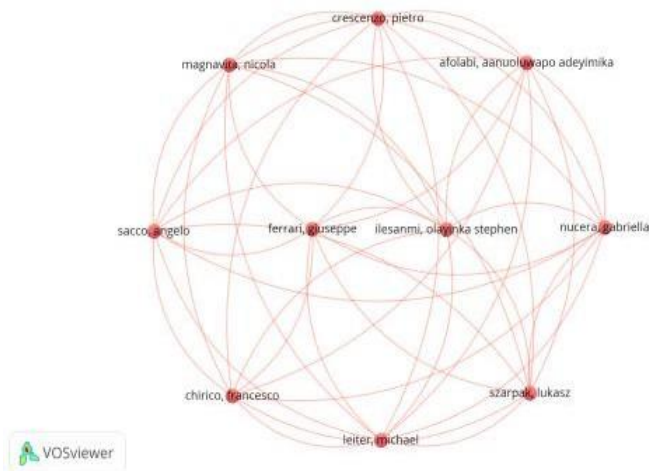


Figure 1. Visualization Map of the Author Network Using VOSviewer

Based on Figure 3, it can be seen that there is close collaboration among several names that form a strong research network. Authors with the largest nodes and prominent positions in the network visualization indicate a high level of connectivity with fellow collaborators. Although

cluster labels are not explicitly displayed, the central position of several names indicates their important role in the scientific community discussing the issue of burnout, particularly among healthcare workers.

Authors such as Giuseppe Ferrari, Olayinka Stephen Ilesanmi, Gabriella Nucera, and Lukasz Szarpak emerge as important figures with intensive collaboration, indicated by the size of their nodes in the network. This visualization indicates that research on burnout among healthcare workers is dominated by international collaboration, with cross-country connectivity such as Italy, Nigeria, and Poland. The strategic position of these authors also reflects the existence of a fairly cohesive research community, although there is still significant potential for expanding interdisciplinary and inter- institutional collaboration.

Table 2 shows the most cited documents in Google Scholar as of April 18, 2025, reinforcing the importance of this work as a primary reference in studies on healthcare worker burnout.

Table 2. Most cited documents in Google Scholar

Quote	Author and Year	Title	Summary of Key Findings
80	[25]	Burnout syndrome among healthcare workers: An umbrella review of prevalence and associated factors	This study is an umbrella review of 43 publications (3 meta-analyses, 26 systematic reviews, and 14 combined studies), revealing that the highest prevalence of burnout occurs among nurses, young healthcare professionals, and trainees. Key risk factors include job stress, lack of family support, long night shifts, and exposure to traumatic events. Coping strategies.

Source: Processed Primary Data (2025)

Generation Z is a young age group that is beginning to dominate the workforce with unique characteristics: tech-savvy, values diversity, and high expectations for work-life balance and meaningful work. However, recent studies show that Gen Z is prone to burnout due to work pressure, lack of flexibility, and misalignment of values with the organization.

Human Resources Management (HRM) plays a key role in designing strategies to prevent burnout among Gen Z, through approaches that align with their work styles and psychosocial needs. Based on bibliometric analysis of research references, the following is a summary of the strategic roles of HRM in preventing burnout among Generation Z:

Table 3. The Role of HR Management in Burnout Prevention in Generation Z

No	Role of Human Resource Management	Description Strategy	Research Source
1	Work Flexibility	Hybrid work policies and flexible working hours to support work-life balance.	[16], [26]
2	Psychological Support	Mental health programs, access to counseling, and self-care training to maintain psychological well-being.	[24], [27]
3	Transparent Career Development	Clear career paths and mentoring programs to enhance career growth.	[28]
4	Social Connection Within Teams	Virtual and onsite team bonding activities to strengthen team member relationships.	[20], [29]
5	Engagement and Participation	Involving Gen Z employees in decision- making and	[27], [30]

		providing space for their voices.	
6	Work-Life Integration	Providing facilities that support the integration of personal and professional life, such as creative spaces.	[31]
7	Authentic Organizational Culture	Creating an inclusive and transparent work culture that aligns with Gen Z values.	[32]
8	Enhancing Emotional Digital Literacy	Emotional intelligence training and empathetic communication to improve interpersonal skills	[33]
9	Workload and Goal Management	Setting realistic and meaningful work goals while avoiding task overload.	[22]

Source: Processed Primary Data (2025)

Table 3 shows that HR management approaches to burnout among Gen Z must be adaptive and digitally friendly. Work flexibility is essential, as Gen Z values flexible working hours and locations; if ignored, the pressure of rigid working hours can lead to burnout. In addition, psychological support must be tailored to Gen Z preferences, such as digital counseling services and app-based mindfulness training. Transparency in career paths and informal communication are also crucial for creating a sense of security and motivation, as uncertainty about the future within an organization can lead to disengagement. Work-life integration is more relevant than the classic work-life balance, reflecting that personal and professional lives are intertwined; facilities such as mental health leave and creative spaces can support Gen Z's mental health. Finally, the use of technology for rewards and recognition, such as gamification systems, can increase engagement and reduce the potential for burnout among Gen Z, who are digital natives.

CONCLUSION

This study evaluated a group of 20 publications related to burnout among Generation Z. The publications were selected from various scientific journals relevant to human resource management. Within the framework of this study, it was concluded that there is an urgent need to develop organizational policies that support employee well-being, such as work flexibility, psychological support, and career path transparency. Research trends indicate that work-related stress and value mismatch with the organization significantly contribute to burnout among Generation Z. In addition, topics such as work-life integration and the use of technology in reward systems are increasingly emerging. There is also a gap in understanding transformational leadership and digital well-being, which should be the focus of future research. The results of this study are expected to provide deeper insights for the development of effective burnout prevention strategies in the workplace.

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