

The Effect of Workaholism on Turnover Intention through Burnout among Generation Z Employees in Yogyakarta

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ABSTRACT

This study aims to analyze the effect of workaholism on turnover intention and examine the moderating role of burnout among Generation Z employees in the Special Region of Yogyakarta. The study employed a quantitative approach with an associative causal research design. Data were collected from 150 Generation Z employees using a purposive sampling technique. The research instrument was distributed through an online questionnaire using a five-point Likert scale. Data analysis was conducted using PLS-SEM. The results showed that workaholism has a positive and significant effect on turnover intention. In addition, burnout was found to have a positive and significant effect on turnover intention. The moderating test results revealed that burnout significantly strengthens the relationship between workaholism and turnover intention among Generation Z employees. These findings indicate that employees who excessively engage in work are more likely to develop turnover intention when they experience higher levels of burnout. This study contributes theoretically to the literature on organizational behavior and human resource management, particularly in understanding the psychological dynamics of Generation Z employees in modern workplaces. Practically, the findings suggest that organizations should implement strategies that support employee well-being, mental health, and work-life balance in order to reduce burnout and minimize turnover intention.

Keywords : Workaholism, burnout, turnover intention, generation z, employees.

A. INTRODUCTION

The development of the modern workplace has fostered an increasingly competitive work culture, particularly among Generation Z, who are beginning to dominate the Indonesian workforce. Generation Z constitutes the largest demographic group in Indonesia, accounting for approximately 24.93% of the total population, and around 38.6 million individuals or 27.6% of the national labor force are members of this generation (Indonesia, 2026). As digital natives, Gen Z employees are characterized by their ambition, adaptability to technology, and orientation toward rapid career achievement (Adindo & Sutoyo, 2026). These characteristics often lead them to fall into the trap of workaholism, a tendency to work excessively and compulsively. This phenomenon is increasingly

evident in the Special Region of Yogyakarta, which is developing as a hub for education, the creative industry, and startups, where many companies implement dynamic work patterns with high productivity demands (Lestari et al., 2023). The high work pressures among young employees also give rise to psychological issues in the form of emotional exhaustion (burnout), which can lead to increased turnover intention, or the desire to leave one's job. This situation is a significant concern because high turnover among the younger generation can be detrimental to organizations, both in terms of recruitment costs and the stability of company productivity.

Previous research on the relationship between workaholism and turnover intention has been extensively conducted. Tresidder et al., (2026) explains that workaholism can cause job burnout and reduce employee psychological well-being, thus increasing the desire to leave the organization. Lee & Kang (2023) found that individuals with high levels of workaholism tend to experience work-life conflict and prolonged stress, which can lead to increased turnover intentions., The research by Bandelj (2023) also showed that workaholism is positively correlated with emotional exhaustion and low job satisfaction. These findings demonstrate that workaholism not only impacts individual health but also impacts the sustainability of the working relationship between employees and the organization.

Previous research has been inconsistent. Some studies found that workaholism significantly influences turnover intentions, while others showed a weak or insignificant relationship. Santarpia et al. (2023) found that under certain conditions, workaholism does not always increase turnover intentions because some workers view work as a source of achievement and self-actualization. Research Morkevičiūtė (2025) even showed that some workers with high levels of workaholism remain loyal to their organizations. These discrepancies in results suggest that other factors may influence the relationship between workaholism and turnover intentions, so additional variables are needed to more comprehensively explain this relationship.

One variable suspected of explaining this relationship is burnout. Burnout is a state of physical, emotional, and mental exhaustion caused by prolonged work pressure (Chen et al., 2025). Shinde (2025) explains that burnout can lead to decreased work engagement, loss of motivation, and increased employee desire to leave the organization. Also found that burnout has a positive relationship with turnover intention. In the context of workaholism, individuals who are

overworked are more susceptible to emotional exhaustion due to a lack of work-life balance. Burnout is suspected of strengthening the influence of workaholism on turnover intention, particularly among Gen Z employees who tend to be more susceptible to digital work pressure and emotional instability in the modern workplace (Shinde, 2025).

Although research related to workaholism, burnout, and turnover intention has developed quite extensively, there are still research gaps that require further examination (Takagi et al., 2025). First, most previous studies only examine the direct effect of workaholism on turnover intention without considering burnout as a moderating variable. Second, previous research has been mostly conducted on healthcare workers, formal sector employees, or general generation workers, so there is still limited research that specifically focuses on Generation Z employees. Third, the local context of the Special Region of Yogyakarta as an area dominated by young workers in the education, service, and creative industry sectors has rarely been used as an object of research related to workaholism and burnout (Maharani & Santosa, 2025). In fact, the characteristics of the work environment and work culture in Yogyakarta allow for the emergence of different psychological dynamics compared to other regions. Thus, this study has novelty in examining burnout as a moderating variable in the influence of workaholism on turnover intention in Gen Z employees in the Special Region of Yogyakarta.

Based on this phenomenon, previous research findings, and research gaps, this study aims to analyze the influence of workaholism on turnover intention among Generation Z employees in the Special Region of Yogyakarta and examine the role of burnout as a moderating variable in this relationship. This research is expected to provide theoretical contributions to the development of human resource management and organizational behavior, particularly regarding the psychological dynamics of the younger generation in the modern workplace. Furthermore, the research findings are expected to provide input for organizations in designing more adaptive human resource management strategies to reduce burnout and suppress turnover intention among Gen Z employees.

B. THEORETICAL

Conceptualizing Workaholism in the Modern Workplace

Workaholism refers to a pattern of excessive and compulsive involvement in work that encourages individuals to devote disproportionate amounts of time and energy to work-related activities. Recent studies have positioned workaholism

as a multidimensional construct that continues to attract attention in organizational behavior research due to changes in work patterns and increasing digital connectivity. Taris and de Jonge (2024) emphasized that workaholism remains an important issue because it is closely related to employee well-being and organizational outcomes. Gonçalves et al. (2023) also highlighted the need to refine the measurement of workaholism to better capture the complexity of work behaviors in contemporary workplaces. Frach et al. (2026) proposed an integrated perspective to reconcile various workaholism scales and identified excessive work involvement and compulsive motivation as the central components underlying workaholic behavior.

Recent empirical findings suggest that workaholism has implications that extend beyond excessive work engagement. Akinwale et al. (2024) found that workaholism negatively affects employees' quality of work life through psychosocial pathways and may encourage brain-drain tendencies. Knoll et al. (2025) demonstrated that employees with stronger workaholic tendencies are more likely to remain silent and exhibit lower levels of moral voice, which may hinder constructive communication within organizations.

Understanding Burnout as a Form of Occupational Exhaustion

Burnout refers to a condition of prolonged physical, emotional, and mental exhaustion resulting from excessive and persistent work demands. Recent studies have identified burnout as a major challenge in contemporary organizations due to increasing workloads, technological changes, and the growing complexity of work environments. Gaur et al. (2023) described burnout as a multidimensional phenomenon that affects employees across various occupational settings and highlighted its adverse consequences for both individual well-being and organizational performance. Similarly, Pirrolas and Correia (2024) emphasized that burnout has become an important issue in human resource management because it contributes to declining work engagement, lower productivity, and deteriorating psychological health. The prevalence of burnout has become more evident in modern workplaces characterized by continuous connectivity and high performance expectations, creating conditions that intensify employee stress and exhaustion.

Empirical evidence demonstrates that burnout is closely associated with prolonged work stress and excessive workload. Dinanda and Dewi (2024) found that high levels of work stress and workload contribute to sustained physical, emotional, and mental exhaustion among employees. Supporting this view, Cao et

al. (2026) showed that occupational burnout is primarily driven by long-term work stress rather than temporary external events, indicating that chronic pressure constitutes a major source of employee exhaustion. These findings suggest that burnout represents a critical issue in contemporary organizations because it affects employees' psychological well-being and their attitudes toward work.

Determinants of Turnover Intention among Employees

Turnover intention refers to an employee's conscious willingness to leave an organization and has become an important concern in human resource management because of its implications for organizational performance and sustainability. Contemporary studies have shown that turnover intention arises from the interaction of various individual and organizational factors. Alkaabi et al. (2024) described turnover intention from an integrative perspective and emphasized that employees' decisions to leave are influenced by job-related conditions, organizational support, and psychological experiences in the workplace. Margaretha et al. (2023) highlighted the importance of employee engagement in explaining turnover intention, demonstrating that employees who feel aligned with organizational values and experience higher engagement are less likely to consider leaving their organizations. These findings indicate that turnover intention represents a complex behavioral outcome shaped by both personal and organizational factors.

Recent empirical evidence suggests that several organizational variables play an important role in reducing employees' intentions to leave. Noermijati et al. (2024) found that job satisfaction, organizational citizenship behavior, and organizational commitment contribute to lowering turnover intention among employees. Similar findings were reported by Lesnik and Hauser-Oppelmayer (2025), who identified work-related pressures and unfavorable working conditions as important antecedents of turnover intention among healthcare professionals. Such evidence suggests that turnover intention is closely associated with employees' perceptions of their work environment and psychological well-being.

C. METHODOLOGY

This study used a quantitative approach with a causal associative approach. It aimed to analyze the influence of workaholism on turnover intention and examine the role of burnout as a moderating variable among Generation Z employees in the Special Region of Yogyakarta. The population in this study was

all Generation Z employees working in the Special Region of Yogyakarta. The study employed a non-probability sampling technique using a purposive sampling approach. Respondents were selected based on the following criteria (Dimock, 2019): (1) belonging to Generation Z, defined as individuals born between 1997 and 2012, (2) having been actively employed for at least six months, and (3) working in the Special Region of Yogyakarta. The sample size for this study was set at 150 respondents. This sample size was determined based on the opinion of Hair et al. (2019), who stated that a good sample size in SEM-based research or moderated regression is at least 5-10 times the number of research indicators. Therefore, this number is considered sufficient to obtain representative research results.

Figure I. Research model developed by researchers

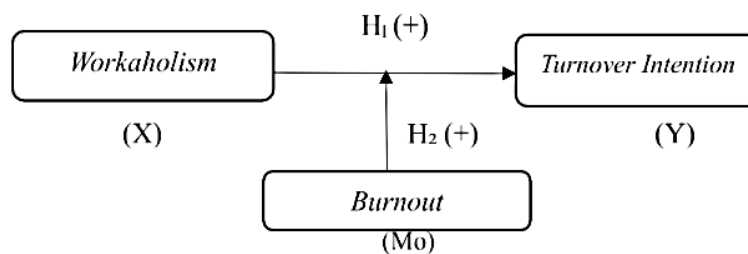


Table I. Research variables, indicators, and data Sources

Variabel	Operasional Definition	Indicator	Source
Workaholism (X)	A condition in which an individual works excessively and compulsively, making it difficult to separate work and personal life.	1. Working excessively 2. Working compulsively	Akinwale et al. (2024)
Burnout (Z)	A condition of emotional, physical, and mental exhaustion due to continuous work pressure.	1. Emotional exhaustion 2. Depersonalization 3. Reduced personal accomplishment	Gaur et al. (2023)
Turnover Intention (Y)	An individual's desire to leave the organization or job voluntarily.	1. Intention to look for another job 2. Desire to leave the organization 3. Desire to leave the job in the near future	Margaretha et al. (2023)

D. RESULTS AND DISCUSSION

Characteristics

The respondents in this study consisted of 150 Generation Z employees working in the Special Region of Yogyakarta. Based on gender, 82 respondents

(54.7%) were female, while 68 respondents (45.3%) were male. In terms of age, the majority of respondents were in the 22–25 age range (74, or 49.3%), followed by 39 respondents (26.0%) aged 18–21, and 37 respondents (24.7%) aged 26–29. This indicates that the majority of respondents are in the early productive age group of Generation Z, actively engaged in the modern workforce.

Based on their most recent educational level, the majority of respondents (79, or 52.7%) had a bachelor's degree (SI). Furthermore, 31 respondents (20.7%) had a high school/vocational high school (SMA) degree, 27 (18.0%) had a diploma, and 13 (8.6%) had a postgraduate degree. The high number of respondents with a bachelor's degree indicates that most Generation Z employees in the Special Region of Yogyakarta have a relatively good level of education and tend to work in the formal sector and creative industries, which require academic competence and digital skills.

Based on length of service, the majority of respondents (76 or 50.7%) had worked for 1–3 years, followed by 35 (23.3%) with less than 1 year, 28 (18.7%) with 4–5 years, and 11 (7.3%) with more than 5 years. Meanwhile, based on employment sector, the majority of respondents worked in the service sector (47 people or 31.3%), followed by the startup and creative industry sector (41 people or 27.3%), the education sector (29 people or 19.3%), the trade sector (18 people or 12.0%), and other sectors (15 people or 10.0%).

Outer Model

Convergent Validity Test

The convergent validity test was conducted to determine the ability of indicators to explain the research variable constructs. This test was assessed through the values of loading factor and Average Variance Extracted (AVE). An indicator is considered valid if it has a loading factor value > 0.70 and an AVE value > 0.50 . The test results showed that all indicators in the variables of workaholism, burnout, and turnover intention had loading factor values above 0.70, indicating that all indicators were convergently valid.

Table 2. Convergent Validity Test

Variable	Loading Factor Range	AVE	Description
Workaholism	0.721–0.861	0.648	Valid
Burnout	0.734–0.889	0.671	Valid
Turnover Intention	0.756–0.901	0.702	Valid

Discriminant Validity Test

The discriminant validity test was conducted to ensure that each construct had a clear distinction from other constructs. This test was performed using cross loading values and the square root of AVE (Fornell-Larcker Criterion). The results showed that all indicators had the highest cross loading values on their respective constructs compared to other constructs. In addition, the square root AVE value of each variable was greater than the correlation among other variables, indicating that all constructs met the discriminant validity criteria.

Table 3. Discriminant Validity Test (Fornell-Larcker).

Variable	Workaholism	Burnout	Turnover Intention
Workaholism	0.805		
Burnout	0.512	0.819	
Turnover Intention	0.634	0.691	0.838

Based on these results, each research variable fulfilled the discriminant validity criteria and was able to distinguish one construct from another properly.

Reliability Test

The reliability test was conducted to determine the consistency level of the research instruments in measuring the research variables. Reliability was assessed through Composite Reliability and Cronbach's Alpha values. A construct is considered reliable if it has Composite Reliability and Cronbach's Alpha values greater than 0.70. The test results indicated that all research variables met the reliability criteria.

Table 4. Reliability Test

Variable	Composite Reliability	Cronbach's Alpha	Description
Workaholism	0.902	0.864	Reliable
Burnout	0.914	0.883	Reliable
Turnover Intention	0.921	0.894	Reliable

Based on the table above, all variables demonstrated good consistency levels, indicating that the research instruments were appropriate for use in structural model testing.

Inner Model

R-Square Test

The *R-Square* test was conducted to determine the ability of exogenous variables to explain endogenous variables in the research model. The results showed that the *R-Square* value for the *turnover intention* variable was 0.684. This value indicates that *workaholism* and *burnout* variables were able to explain

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68.4% of the variance in *turnover intention*, while the remaining 31.6% was explained by other variables outside the research model.

Table 5. R-Square Values

Endogenous Variable	R-Square	Description
Turnover Intention	0.684	Strong

This result indicates that the research model has strong predictive ability in explaining turnover intention among Generation Z employees in the Special Region of Yogyakarta.

Path Coefficient Test

The *path coefficient* test was conducted to determine the direction and strength of the relationships among variables in the study. The results showed that *workaholism* had a positive effect on *turnover intention* with a path coefficient value of 0.417. In addition, *burnout* also had a positive effect on *turnover intention* with a coefficient value of 0.352.

Table 6. Path Coefficient Results

Variable Relationship	Path Coefficient	Relationship Direction
Workaholism → Turnover Intention	0.417	Positive
Burnout → Turnover Intention	0.352	Positive
Workaholism × Burnout → Turnover Intention	0.286	Positive

These results indicate that higher levels of workaholism and burnout tend to increase turnover intention among Generation Z employees.

Hypothesis Testing

Hypothesis testing was conducted by examining the *t-statistics* and *p-values*. A hypothesis is accepted if the *t-statistics* value is greater than 1.96 and the *p-values* value is less than 0.05. The results showed that all hypotheses in this study were accepted.

Table 7. Hypothesis Testing Results

Hypothesis	T-Statistics	P-Values	Description
Workaholism → Turnover Intention	5.842	0.000	Accepted
Burnout → Turnover Intention	4.917	0.000	Accepted
Workaholism × Burnout → Turnover Intention	2.987	0.003	Moderation Accepted

Based on these findings, it can be concluded that workaholism has a positive and significant effect on turnover intention. Burnout has been proven to moderate and strengthen the effect of workaholism on turnover intention among Generation Z employees in the Special Region of Yogyakarta.

DISCUSSION

The Effect of Workaholism on Turnover Intention

The results of this study indicate that workaholism has a positive and significant effect on turnover intention among Generation Z employees in the Special Region of Yogyakarta. This finding suggests that excessive and compulsive involvement in work increases employees' tendency to consider leaving their organizations. Employees who continuously devote substantial time and energy to work are more likely to experience deteriorating work quality and reduced psychological well-being, leading them to seek work environments that provide greater flexibility and support. This tendency is particularly relevant among Generation Z employees, who place considerable importance on work-life balance and psychological well-being.

The findings are consistent with Akinwale et al. (2024), who reported that workaholism negatively affects employees' quality of work life and may encourage brain-drain tendencies. The results also support Knoll et al. (2025), who demonstrated that workaholic tendencies are associated with unfavorable behavioral outcomes within organizations. In addition, Taris and de Jonge (2024) emphasized that workaholism has important implications for employee well-being and organizational outcomes. These findings suggest that excessive work behavior among Generation Z employees may become a challenge for organizations because it threatens both employee welfare and workforce stability.

The Effect of Burnout on Turnover Intention

This study also found that burnout has a positive and significant effect on turnover intention among Generation Z employees. Employees experiencing prolonged physical, emotional, and mental exhaustion tend to show declining motivation and increasing intentions to leave their organizations. Such conditions are particularly important among Generation Z employees, who are exposed to continuous digital connectivity and high expectations regarding career achievement and work performance.

The findings are consistent with Gaur et al. (2023), who identified burnout as a critical issue affecting employee well-being and organizational effectiveness. Similar evidence was reported by Dinanda and Dewi (2024), who found that excessive workload and work stress contribute to prolonged physical, emotional, and mental exhaustion. Cao et al. (2026) further demonstrated that occupational burnout mainly results from long-term work stress, indicating that persistent pressure represents a major source of employee exhaustion. Pirrolas and

Correia (2024) also emphasized that burnout negatively affects work engagement and psychological health. These findings indicate that burnout is an important antecedent of turnover intention and highlight the importance of workplace well-being initiatives in retaining Generation Z employees.

The Role of Burnout as a Moderating Variable

The results further reveal that burnout significantly moderates the relationship between workaholism and turnover intention. Burnout strengthens the positive effect of workaholism on turnover intention, indicating that employees who exhibit stronger workaholic tendencies become more likely to leave the organization when they experience severe emotional and physical exhaustion. Excessive involvement in work accompanied by insufficient recovery opportunities may intensify feelings of fatigue and weaken employees' psychological attachment to their organizations.

This finding is in line with the Job Demands-Resources theory, which explains that excessive job demands combined with inadequate resources lead to strain and unfavorable organizational outcomes. The findings are also supported by Taris and de Jonge (2024), who emphasized that workaholism has substantial consequences for employee well-being and organizational performance. Evidence from Dinanda and Dewi (2024) and Cao et al. (2026) indicates that prolonged work stress and excessive workload are major contributors to burnout, while Akinwale et al. (2024) demonstrated that the adverse consequences of workaholism reduce employees' quality of work life. Taken together, these findings suggest that burnout represents an important psychological mechanism through which workaholism translates into stronger turnover intention. Organizations should pay greater attention to workload management, psychological support, and work-life balance initiatives to reduce the risk of employee turnover among Generation Z workers.

E. CONCLUSION

This study aimed to examine the effect of workaholism on turnover intention and investigate the moderating role of burnout among Generation Z employees in the Special Region of Yogyakarta. The findings demonstrated that workaholism has a positive and significant effect on turnover intention, indicating that excessive and compulsive work behavior increases employees' intentions to leave their organizations. The results also revealed that burnout positively and significantly affects turnover intention. In addition, burnout was found to

significantly moderate the relationship between workaholism and turnover intention, suggesting that higher levels of emotional, physical, and mental exhaustion strengthen the influence of workaholism on employees' intention to resign.

These findings contribute to the development of organizational behavior and human resource management literature by providing empirical evidence regarding the interplay between workaholism, burnout, and turnover intention among Generation Z employees. From a practical perspective, the results highlight the importance of creating a healthier work environment that promotes work-life balance and psychological well-being. Organizations are encouraged to implement effective workload management, provide mental health support, and develop employee retention strategies to reduce burnout and minimize turnover intention. Future studies are recommended to include broader geographical areas and consider additional variables, such as organizational support, job satisfaction, and employee engagement, to obtain a more comprehensive understanding of employee turnover behavior among Generation Z workers.

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