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Research Article

The Effect of Technostress on Turnover Intention with Burnout as a Mediation in Gen Z in the City of Surabaya

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Abstract: Using burnout as a mediating variable, this study looks at how technostress affects turnover intention among Gen Z workers in Surabaya. Based on the city's rapid digitization and widespread internet access, the study examines how technological advances can boost productivity and create difficulties associated with technology use. Technostress is defined as an unpleasant psychological state that results from a person's inability to adapt to the demands and advances of technology. Burnout, a condition of physical, emotional, and mental exhaustion brought on by ongoing job stress, is said to be the result of this strain for Gen Z, often known as "digital natives," who grew up with technology. Burnout can afterward result in the urge to quit. This study used a causal research design and a quantitative approach. An online survey was used to collect data, and Gen Z respondents in Surabaya were presented based on predetermined criteria, such as age and intention to utilize technology for employment. Data analysis tests the direct and indirect correlations between variables using structural equation modeling (SEM) based on Smart-PLS. The study's findings showed that technostress greatly reduces burnout. Additionally, it has been demonstrated that burnout greatly increases the intention to leave. The association between technostress and turnover intention is totally mediated by burnout, according to key findings, which means that increasing burnout fully explains how technostress affects turnover intention. The study's findings highlight the significance of organizational policies that go beyond limiting digital exposure to address burnout, particularly among Gen Z. In order to better understand the causal link and context of Gen Z's experience with technostress and burnout in an increasingly digital workplace, it is suggested that future studies employ a longitudinal gradual approach or a combination of qualitative and quantitative methodologies.

Keywords: Burnout; Generation Z; Mediation; Technostress; Turnover Intention.

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1. Introduction

The city of Surabaya as the capital of East Java province as well as the largest city in this province, shows a very high level of internet penetration. Based on APJII (2024), Java Island has the largest contribution to internet use in Indonesia, with East Java as the second largest province of internet users, as much as (15.33%) among provinces on the island of Java.

Figure 1. Penetration Rate by Island.
Source: APJII(2024)

Figure 2. Penetration Rate by Island & Province.
Source: APJII(2024)

This high internet access encourages digital transformation in various sectors, including the world of work. As a metropolitan city, Surabaya is experiencing an acceleration of information technology adoption in line with the development of the current digital era, where technological innovation fundamentally changes the way of working and opens up new opportunities (Agustina et al., 2023)

However, rapid technological advances and intensive use of technology also pose new challenges, one of which is technostress. A negative psychological reaction that people have as a result of their incapacity to adjust to the constantly changing demands of technology is known as technostress. (Litan, 2025)

Figure 3. Penetration Rate by Age Group.
Source: APJII (2024)

Based on APJII (2024) shows that the Gen Z group is the most internet user with a penetration rate of (87.02%) and a contribution rate (34.40%). As a digital native who was born and grew up with technology, Gen Z is the most vulnerable to experiencing Technostress (Tue & Lukum, 2024). This is supported by a study conducted in West Kalimantan by Bagaskara et al. (2024), which found that Gen Z's high level of digital skills and use of information technology, including artificial intelligence (AI) and information communications technology (ICT), greatly contributed to their level of technostress.

In addition to triggering a person's psychological condition, the persistent effects of technostress can result in burnout. Burnout is characterized by mental, emotional, and physical exhaustion brought on by ongoing work-related stress. Burnout in the context of technology-based employment occurs when people feel under continuous pressure to be responsive, multitask constantly, and take little time to recover (Umita & Chrisnatalia, 2025). Turnover intention is significantly impacted by high levels of burnout. Employees' propensity or purpose to leave their position freely is known as turnover intention (Hamimi & Indryawati, 2025).

This bond is strengthened by the distinctive traits of Generation Z. According to research by Gomez et al. (2019), Gen Z has a distinct and different perspective on how to succeed in life and the workplace. They are regarded as the hardworking generation, but flexibility in the workplace is crucial, so they won't be willing to be made to work if they don't want to. Because of this trait, Gen Z is more likely to want to quit the company (turnover intention) when they are under a lot of strain.

Few studies have specifically examined the role of burnout as a mediator in the relationship between technostress, burnout, and turnover intention in Gen Z in the city of Surabaya, which has a high rate of digitalization and Internet penetration. This is despite the fact that numerous studies have examined the relationship between these three factors in different regions and sectors. Therefore, by empirically investigating the impact of technostress on turnover intention through burnout in Gen Z in Surabaya, this study seeks to close this gap.

2. Literature Review

Technostress

The stress hypothesis proposed by Lazarus, RS, and Folkman (1984) serves as the foundation for this study. using coping mechanisms and the transactional stress theory This hypothesis holds that stress is the outcome of dynamic interactions between people and their surroundings rather than merely a reaction to outside stimuli (Galvin et al., 2022). With the advancement of the times, technology is also evolving. When someone is unprepared for technology, they experience discomfort and a threat reaction, which leads to technology-related stress (Bencsik & Juhasz, 2023).

According to the report, instructors were unprepared for technological change during the COVID-19 pandemic. Toraman & Aktan (2022) Technology forces teachers to work more quickly, adjust their work patterns to accommodate new technology, stay connected to their jobs even while on vacation, and forgo vacation time in order to keep current with technology. Workload, psychological stress, and privacy disruption are all increased by this.

Technostress is defined as stress, concern, and an anxious mood associated with advances in information and communication technology (Kim & Lee, 2021). The incapacity to adjust to or overcome information and communication technology (ICT) in a healthy way is known as technostress.(Galvin et al., 2022).

In research in the field of Litan Health.(2025) shows that Technostress can be negative (techno-distress) or positive (techno-eustress), but in the context of high workload, Technostress more often triggers negative psychological responses such as anxiety, fatigue, and decreased job satisfaction.

There are five main dimensions of technostress that were first proposed by Tarafdar in the research of La Torre et al (2024) The main dimensions of Technostress affects the human relationship with technology and the level of stress in its use:

1) Techno overload: the amount of information coming in from various sources burden's human cognitive function; The consequence is a feeling of being overwhelmed and overwhelmed by the overload of information that exists.
2) Techno-invasion: The perception that technology has permeated people's personal lives, making it harder to distinguish between work and personal life and making them feel as though they must constantly be accessible.
3) Techno-complexity: The inability to comprehend and utilize ever-more complex technology, which forces users to update themselves and causes feelings of dread, anxiety, ineptitude, and reluctance.

4) Techno-insecurity: The worry of losing one's job or the value of one's abilities because of the speed at which technology is developing; this dread creates distrust, jealousy, and anxiety.
5) Techno-uncertainty: Uncertainty regarding constant technological updates related to so-called fatigue in making decisions or difficulties in making decisions leads to dissatisfaction, loss of motivation and quitting.

In the Gen Z group who are digital natives, the high intensity of internet use causes vulnerability to technostress (Dolot, 2018)In the Califf & Brooks study. (2020) High levels of technostress trigger the occurrence of Burnout. Based on the Job Demand-Resources (JDR) model, technostress can be categorized as a specific job demand related to technology (Califf & Brooks, 2020) A person's psychic energy might be depleted by demands like techno-overload and techno-invasion. This ongoing demand will cause a health impairment process that results in burnout if it is not balanced with sufficient employment resources (Brady et al., 2020). Research by Ibrahim et al. (2017) found that stress has a significant impact on burnout; this finding is reinforced by research by Dhaouadi et al. (2024), which indicates that technostress has a positive and significant impact on burnout. Begum et al. (2024) highlighted that technostress is a type of digital job demand that creates a workload that can interfere with the physical and psychological health of employees.

Burnout

In the context of contemporary employment, burnout is a psychological condition that is frequently experienced. Burnout is defined by Maslach & Jackson (1981) as a state of physical, emotional, and mental weariness brought on by extended or recurrent stress. Brady et al. (2020) reference this definition, which has three primary dimensions

1) Emotional Exhaustion: Feeling drained of emotional resources, feeling tired and no longer able to give emotionally to others
2) Depersonalization: A cynical attitude and indifference to work and others (clients, coworkers), treating them as objects.
3) Less Personal Accomplishment: Sensations of incapacity and lack of success at work, as well as a sense of inefficiency when completing tasks.

In the JDR model theory, prolonged burnout creates the intention to move, in this study Burnout is positioned as a mediation between technostress on turnover intention in other words burnout is not only influenced by technostress but also affects the intention to leave work (turnover intention)(Puspita & Zamralita, 2023). This research is supported by research by Brady et al (2020) which emphasizes that burnout is a process that involves stressors, strains, and outcomes

In the context of technology-based work, burnout can occur when individuals are continuously exposed to pressure to always be responsive, multitasking non-stop and minimal recovery time(Umita & Chrisnatalia, 2025). Based on the Job Demand-Resources (JDR) theory, excessive use of technology, such as the demand to stay connected outside of working hours without adequate resources, will result in burnout and negatively impact the welfare of human resource productivity (Bahamondes-Rosado et al., 2023). Meta-analysis and longitudinal research shows that burnout, especially emotional fatigue and deprivation, has a great effect on decreased performance, job satisfaction and increased turnover intention (Barage & Sudarusman, 2022; Geng et al., 2025; Lim & Dini, 2023)

Turnover Intention

Turnover Intention is the intention or desire of employees to leave the organization where they work voluntarily (Wibowo et al., 2024) quoted in the study (Purba et al., 2023) there are 3 aspects of turnover intention according to Mobley (1986)

1) Thinking of Quit
2) Intention to Find Alternatives
3) intention to quit.

The turnover process is initially based on a person's desire to leave the place he works or the intention of leaving. Intention of leave is one of the motives of a person to leave the company on purpose. Usually this is marked by changes in attitudes and behaviors, such as frequent absences, laziness at work or the courage to oppose their superiors (Rizky, 2022)

Turnover Intention in Gen Z tends to be higher than previous generations. Studies in Indonesia show that the main factors that drive Turnover Intention in Gen Z include heavy workload, work stress, low job satisfaction, unsupportive work environment, and less effective leadership (Barage & Sudarusman, 2022; Lim & Dini, 2023; Sanjaya & Daniel, 2024; Sidiq & Poerwita, 2025)

Research in Surabaya also confirms that burnout and incivility in the workplace significantly increase Turnover Intention in Gen Z, and transformational leadership can reduce this risk (Ferdinan, 2025).

Based on the theory of Job Demand-Resources (JDR) and Lazarus Technostress can increase the psychological burden, thereby triggering burnout and ultimately increasing turnover intention.(Bao et al., 2025; Sharma et al., 2024; Sharma & Tiwari, 2023)

Conceptual Framework

Technological stress, mediating factors of job burnout, and their related variables of intention to quit are examples of independent variables used in the conceptual framework of this study.

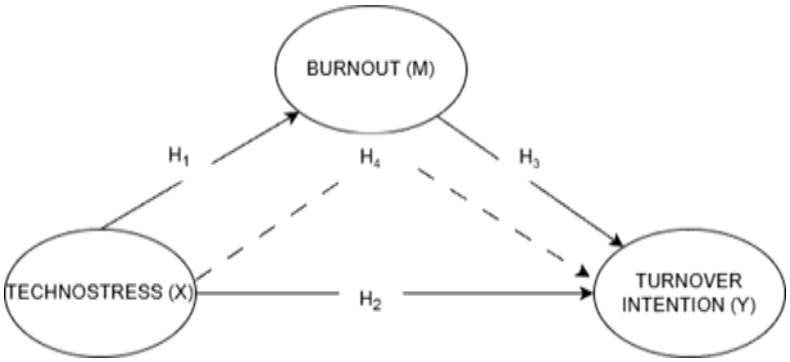

Figure 4. Conceptual framework.
Source: Researcher Data (2025)

Description:

1) Variables independent : Technostress (X)
2) Variables dependent : Turnover Intention(Y)
3) Mediation variable : Burnout(M)

Research Hypothesis

The hypothesis of this study is as follows:

H1: Technostress has a significant effect on Burnout in Gen Z in the city of Surabaya

H2: Technostress has a significant effect on Turnover Intention in Gen Z in the city of Surabaya

H3: Burnout has a significant effect on Turnover Intention in Gen Z in the city of Surabaya

H4: Burnout mediates the influence of Technostress on Turnover Intention in Gen Z in the city of Surabaya.

3. Research Methodology

Types of Research

This study employs a causal associative approach and a quantitative methodology (Sitohan, 2023). The purpose of the causal associative method is to investigate the function of burnout as a mediating variable and the impact of the cause-and-effect connection between the variables of Technostress, Burnout, and Turnover Intention in Gen-Z in the city of Surabaya.

Variable Operations

Technostress(X)

Technostress indicators are as follows:

1) An excessive amount of technology
2) Techno-invasion
3) Complexity of technology
4) 4Insecurity in technology
5) Uncertainty in technology
6) Burnout (M)

Burnout indicators are as follows:

1) Emotional Fatigue
2) Dehumanizes (Depersonalization)
3) A decrease in individual accomplishment
4) Intention to Turnover

The Turnover Intention indicators are as follows:

1) Thinking of Quit
2) Intention to Find Alternatives
3) intention to quit

Population and Sample

The study's population consists of Gen-Z workers in the Surabaya City region who were born between 1997 and 2012 and are employed in a variety of industrial sectors, e-commerce, and MSMEs.

The Purposive Sampling Technique was used to collect the study's samples. Given that not every member of the population possesses the particular traits under investigation, this method was chosen. Researchers were able to specifically choose respondents using the following criteria thanks to purposeful sampling:

1) Aged 18 to 28 years old
2) Work in the city of Surabaya for at least 6 months
3) Actively use communication and information technology in daily work

This method was used to guarantee that every respondent could offer pertinent and comprehensive details about the Surabaya Gen Z phenomenon of Technostress, Burnout, and Turnover Intention.

Since the number of populations in the research is unknown, the Cochrane formula, which is as follows, may be used to calculate the sample for an unknown population:

$$\mathrm{n} = \frac{Z^2 pq}{e^2}$$

Description:
n: Number of samples required
z: a certain level of confidence 95% = (1.96)
p: wrong chance = (0.5)
Q: True odds = (0.5)

e: fault tolerance =10% =0.1
By using the formula above, the following calculation is obtained:

$$n = \frac{Z^2 pq}{e^2} = \frac{(1{,}96)^2 \times (0{,}5) \times (0{,}5)}{(0.1)^2} = \frac{3{,}8416 \times 0{,}25}{(0{,}1)^2} = \frac{0{,}9604}{(0.1)^2} = 96{,}04$$

A minimum number of samples 96 respondents was obtained from the formula's computation results.

Data Sources

The major data sources used in this study were those that were collected directly from respondents via questionnaires that were disseminated. Books, journals, papers, and online resources pertaining to research themes concerning the impact of Technostress on Turnover Intention with Burnout as a Mediating Factor in Gen Z in Surabaya were the sources of secondary data for this study.

Data collection techniques

An online survey using Google Forms was used to gather primary data, and it was distributed via email, social media, and Surabaya community networks. The questionnaire was verified by professionals using a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree), and its reliability was assessed using Cronbach's alpha (A > 0.6).

The 2024 edition of the Indonesian Internet Service Providers Association's (APJII) annual report and scholarly work about the traits of Surabaya's Gen Z workforce provided secondary data for this study

Data Analysis Techniques

The link between the variables under investigation is tested in this study using the Structural Equation Modeling (SEM) analytical approach with Smart-PLS 4.1.1.6 SEM software. Two models are tested: a structural model to determine the strength of the links between variables and a measurement model to assess the validity and reliability of the data. An R-Square value was utilized to assess the model's fit, and a t-statistical test was employed to determine the significance of the link between the variables. The test's findings give insight into whether the information gathered supports the hypothesis put forward.

4. Results and Discussion

Respondent Result

The questionnaire was distributed online, and information from the 106 participants in the research was used. The characteristics of the respondents listed in Table 1 are as follows.

Table 1. Respondent Demographics.

Features		Frequency	presented %
Age	18-21	41	38,7%
	22-25	52	49,1%
	25-28	13	12,3%
Gender	Male	54	50,9%
	Women	52	49,1%
Long working in Surabaya	<6 months	24	22,5%
	6 months – 1 year	16	15,2%
	1–2 years	24	22,7%
	2–3 years	18	17,0%
	>3 years	24	22,6%
Field of Work	Private Employees	71	67,0%

State Officials	9	8,5%
Entrepreneurship	26	24,5%

Source: Primary Data processed (2025)

Table 1 demonstrates that the majority of respondents were young individuals of early productive age, with a balanced gender distribution (50.9% male and 49.1% female) and a dominance of respondents in the 22–25 age range (49.1%). Private sector workers made up the majority of respondents (67.0%), followed by entrepreneurs (24.5%) and civil servants (8.5%). The variation in length of work was fairly even, with the highest percentage in the 1–2 years category (22.7) reflecting the diversity of work experience and the private employee sector dominating the research sample

MODEL TEST RESULTS

Measurement model test results (outer model)

The connection between latent variables and indicators is the main emphasis of outer models. The goal of testing the outer model is to guarantee the validity and reliability of the tools used to assess latent variables. The outer model has three primary testing types: reality construct, discriminant validity, and convergent validity.

Convergence Validity

The loading factor of each indicator and the Average Variance Extracted (AVE) in the figure were the two primary criteria used to assess the convergent validity test. 5 The loading factor indicator's total value is more than 0.50. According to study by Hair & Alamer (2022), in order to demonstrate the validity of the concept, the load indicator needs to be 0.50 or above. Every concept in this investigation has an AVE value greater than 0.50. According to Fornell and Larcker (1981), Gusmanida et al. (2024), and Henseler et al. (2015), a construct is considered convergently valid if the Average Variance Extracted (AVE) value is more than 0.50. Consequently, all of the statement's indicator elements are deemed to be legitimately convergent.

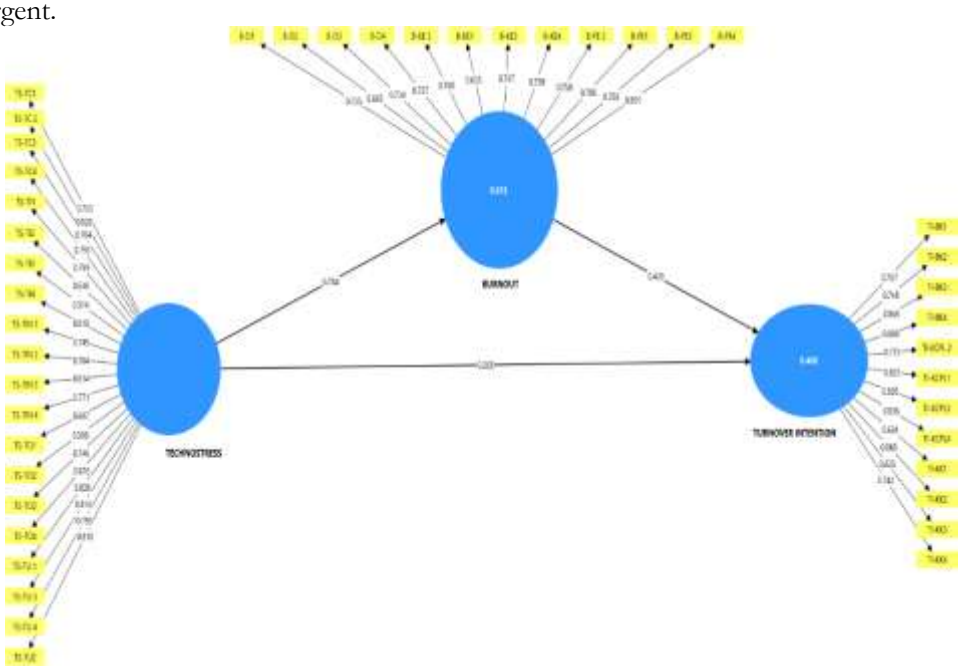

Figure 5. Test Results of the SEM-PLS Model.
Source: Primary Data Processing(2025)

Reliability Test

The internal consistency of each construct's indicators is assessed using reliability tests. The threshold value of >0.70 has been surpassed by all variables in this study with Cronbach's alpha and composite reliability values >0.90 (Hair & Alamer, 2022). This research tool has a very high degree of consistency and reliability, as seen by the high composite reliability value

(>0.90) for all constructs. Consequently, it is determined that every variable is deemed dependent.

Discriminatory Validity

The degree to which a construct (latent variable) differs empirically from other constructs in a research model is tested using discriminant validity. The Heterotrait-Monotrait Ratio (HTMT) was used in this study to examine the discriminant validity. According to studies by Ammari et al. (2023) and Henseler et al. (2015), results in Table 2 indicated that all HTMT values between constructs were below the 0.85 threshold; HTMT values below 0.85 and thresholds below 0.90 indicate that the two constructs have excellent discriminant validity. The link between burnout and technostress has the highest score, 0.788. These findings demonstrate that the discriminant validity of the three constructs in this measuring paradigm has been satisfied. To put it another way, it has been demonstrated that each of the concepts of technostress, burnout, and turnover intention is distinct from the others and can be distinguished experimentally.

Table 2. Results of the Discriminant Validity Test (HTMT).

	Heterotrait-monotrait ratio (HTMT)
TECHNOSTRESS <-> BURNOUT	0.788
TURNOVER INTENTION <-> BURNOUT	0.626
TURNOVER INTENTION <-> TECHNOSTRESS	0.594

Source: Primary Data processed (2025)

Structural Model Test Results (inner model)

To examine the causal links between the proposed constructs, structural (inner model) models were evaluated. The tests were as follows: (1) multicollinearity assumption test using Variance Inflation Factor (VIF); (2) path coefficient significance test using bootstrapping with 5,000 subsamples; (3) mediation effect analysis; (4) measurement of determination coefficient (R^2) and effect size (f^2); and (5) standardized root mean square residual (SRMR) and goodness of fit (GoF) for assessing overall model suitability.

Assumption and Multicollinearity Test

The multicollinearity test is used to make sure that there is no strong connection between independent variables in the structural model, and the assumption test demonstrates that the model is free of multicollinearity issues. There is no multicollinearity issue in Table 3 based on the Variance Inflation Factor (VIF) study of all values (values are below the crucial threshold < 3) (Kyriazos & Poga, 2023).

Table.3 Results of Multicollinearity Assumption Test (VIF

	VIF
BURNOUT-> TURNOVER INTENTION	**2.594**
TECHNOSTRESS -> BURNOUT	**1.000**
TECHNOSTRESS->TURNOVER INTENTION	**2.594**

Source: Primary Data processed (2025)

Hypothesis Test Results and Mediation Analysis

1) Hypothesis test results

Using 5000 subsamples of the path coefficient, which shows the strength and direction of the relationship between constructs, hypothesis testing was conducted using path coefficient analysis with a bootstrapping procedure. Positive coefficient values indicate a positive relationship, while negative coefficient values indicate a negative relationship (Hair Jr. et al., 2022). The hypothesis was approved after the statistical significance was examined using a two-tailed test at a 95% confidence level (t-statistic > 1.96 or p-value < 0.05).

Table 4. Hypothesis and Mediation Test Results.

Hypothesis	Jalur	Path Coefficient(β)	T-Statistics	p-value	Verdict
H1	**TECHNOSTRESS -> BURNOUT**	0.784	17.374	0.000	**Accepted**
H2	**TECHNOSTRESS -> TURNOVER INTENTION (direct)**	0.265	1.477	0.140	**Rejected**
H3	**BURNOUT -> TURNOVER INTENTION**	0.403	2.476	0.013	**Accepted**
H4	**Mediation effect (Indirect)**				
	TECHNOSTRESS -> BURNOUT -> TURNOVER INTENTION	0.316	2.576	0.010	**Accepted**
	Total Effect				
	TECHNOSTRESS -> TURNOVER INTENTION (total)	0,581	6.931	0.000	

Source: Processed Primary Data (2025)

Based on Table.4 with existing data, it is presented as follows:

1) The path coefficient test revealed a 0.784 influence of Technostress on Burnout, with a t-statistic value of 17.374 and a p-value of 0.000. Hypothesis 1 is supported as the t-statistic is >1.96 and the p-value is <0.05, indicating that technostress significantly and favorably affects burnout.
2) A path coefficient test of 0.265, a t-statistical value of 1.477, and a p-value of 0.140 indicated that Technostress had an impact on Turnover Intention. The direct impact was not significant, and Hypothesis 2 was rejected since the T-Statistic was less than 1.96 and the P-value was more than 0.05.
3) The path coefficient test yielded a result of 0.403 with a t-statistical value of 2.476 and a p-value of 0.013 regarding the impact of burnout on turnover intention. Hypothesis 3 is supported as the p-value is less than 0.05 and the t-statistic is greater than 1.96. demonstrating how burnout significantly and favorably increases turnover intention.

2) Mediation Effect Analysis

The indirect mechanism by which Technostress influences Turnover Intention through Burnout as a mediator variable was tested using mediation analysis. The findings revealed a p-value of 0.010 for statistical significance and an indirect impact of 0.316. Hypothesis 4 is supported because of the pattern in which the indirect effects are strong while the direct

effects are negligible. This suggests that burnout fully mediates the association between turnover intention and technostress.

The overall effect of Technostress on Turnover Intention (0.581, $p < 0.001$) demonstrated that Technostress had an impact on Turnover Intention; however, Burnout's mediation mechanism fully explained the effect. This result supports earlier research showing that burnout plays a complete mediating function between technostress and turnover intention. (Sharma et al., 2024).

a) R-Square Test

Table 5. R-Square Test Results.

	R-square	R-square adjusted
BURNOUT	0.615	0.611
TURNOVER INTENTION	0.400	0.389

Source: Processed Primary Data (2025)

According to Hair & Alamer's criterion, the model is deemed strong (substantial) based on the Burnout variable's R-square value of 0.615, which indicates that the Technostress construct can account for 61.5% of the variation in Burnout. Conversely, the Turnover Intention variable's R-square value of 0.400 indicates that 40% of the variance in turnover intention can be explained by the Technostress and Burnout constructs combined.

b) Uji Effect Size

Table 6. Effect Size Test Results(f2).

	f-square
BURNOUT -> TURNOVER INTENTION	0.105
TECHNOSTRESS -> BURNOUT	1.594
TECHNOSTRESS -> TURNOVER INTENTION	0.045

Source: Processed Primary Data (2025)

Based on criteria modified from Cohen (1988), the effect size calculation results indicate the relative contribution of each independent construct to the dependent construct: trivial effect ($f2<0.02$), small ($0.02 \leq f2 < 0.15$), medium ($0.15 \leq f2 < 0.35$), and large ($f2 \geq 0.35$) (Messner, 2023). The analysis's findings indicate that each pathway's potential of effect varies in distinct ways:

1) Technostress's huge effect size of 1.594 on burnout is much greater than the large category's limit (≥ 0.35). Technostress is therefore thought to have a significant impact on burnout.
2) Considering the tiny impact size of 0.105 for the relationship between burnout and turnover intention, the effect is deemed weak.
3) Technostress has a negligible impact size (0.045) on turnover intention. Therefore, it is thought that technostress has little effect on turnover intention.

c) Goodness OF Fit (GOF) and Model Fit (SRMR)

Goodness of Fit model

Table 7. Calculation of GOF Values.

	AVE	R-square
TECHNOSTRESS	**0,554**	
BURNOUT	**0,549**	**0,615**
TURNOVER INTENTION	**0,639**	**0,4**
AVARAGE	**0,581**	**0,508**

Value GOF=$(\overline{AVE}\times\overline{R2}) = (0{,}581 \times 0{,}508) = 0{,}543$

Source: Primary Data processed (2025))

The combined performance of the outer and inner models in this study may be categorized into the big GOF category, according to the computational findings, which yielded a GOF value of 0.543.

Model fit

Tabel 8. Hasil Model Fit (SRMR)

	Saturated model	Estimated model
SRMR	**0.093**	**0.093**

Source:Data processed (2025)

RMR < 0.10 is widely recognized as an indicator of a good fit model in both PLS-SEM and component-based SEM The low SRMR value indicates that the difference between the sample covariance matrix and the estimated model is very small, so the model is considered to present the data well(Mandan et al., 2024)
Consistency in Saturated and Estimated Models: Equal SRMR values (0.093) in both models indicate the stability of fit evaluation results, strengthening the reliability of the model (Mandan et al., 2024).

DISCUSSION OF FINDINGS

Technostress has a significant impact on Gen Z burnout in Surabaya, according to statistical study (path coefficient = 0.784; p < 0.001), with a very big effect size (f2 = 1.594). These results demonstrate that technological stress plays a significant role in causing psychological exhaustion, as it accounts for 61.5% of the variance in burnout (R2 = 0.615).

Recent studies conducted in West Kalimantan, which similarly found a strong link between employees' mental health and their level of technology use, support this consistency (Bagaskara et al., 2024). According to APJII (2024), Gen Z has a high internet penetration rate, which raises unrealistic expectations for their digital proficiency. This expectation turns into an extra psychological load that exacerbates the connection between burnout and technostress.

Additionally, a comprehensive mediation pattern was discovered in which the direct effect of technostress on turnover intention was not significant (0.265; p = 0.140), but the indirect influence through burnout was (0.316; p = 0.010). This demonstrates that the link between technological strain and the inclination to quit employment may be entirely explained by burnout. These outcomes are consistent with Sharma & Tiwari's (2023) findings, which also identify burnout as a full mediator.

The full mediation pattern supports the application of the Transactional Stress Theory of Lazarus, RS, & Folkman (1984)in the context of technology. These findings are consistent with the proposition that technological stressors are first cognitively processed, giving rise to

psychological strains (Burnout), which ultimately lead to behavioral outcomes (turnover intention) (Brady et al., 2020).

Therefore, the most effective thing to reduce Turnover Intention is to focus on handling Burnout, not just reducing Technostress. However, the cross-sectional approach in this study has limitations to definitively conclude causal relationships. As recognized in a similar study Bao et al (2025)a longitudinal study is needed to ascertain the direction of the cause-effect relationship. For this reason, follow-up studies are recommended using longitudinal or mixed-methods designs. The qualitative approach can reveal Gen Z's personal experiences, thus complementing the quantitative findings that have been obtained.

5. CONCLUSIONS AND SUGGESTIONS

Conclusion:

The following conclusions may be drawn from the analysis and discussion's findings:

1) Gen Z workers in Surabaya are more likely to experience burnout as a result of technostress. This demonstrates that the primary stressor that results in emotional and psychological tiredness is the strain brought on by demands and technological use.
2) Burnout significantly influences the intention to increase turnover. The desire to leave the company is fueled by chronic weariness.
3) It has been demonstrated that burnout functions as a complete mediator in the connection between turnover intention and technostress. These results demonstrate that the need to go out is not directly caused by technostress; Rather, its effects must first result in the development of burnout.
4) The findings of the study confirm the relevance of Transactional Stress Theory (Lazarus, RS, & Folkman, 1984) in the digital context, where technological stressors are processed cognitively, giving rise to psychological strain (Burnout), which ultimately triggers behavioral outcomes in the form of intention to change jobs.

Suggestions:

1) For Organizations/Companies: Given the full mediation patterns found, the most effective intervention to suppress Turnover Intention is not simply to reduce exposure to technology, but by focusing on the treatment and prevention of Burnout. Organizations are recommended to:
   a) Implement a digital detox program and establish clear boundaries between work and personal time.
   b) Organizing stress management and psychological resilience training.
   c) Creating a supportive work environment and promoting work-life balance.
2) For future researchers:
   a) This study has limitations because it uses a cross-sectional design. To corroborate causal inference, further research using longitudinal design is recommended.
   b) It is recommended to use a mixed-methods approach. Qualitative methods can be used to delve deeply into the personal experiences, causes, and specific contexts of Technostress and Burnout in Gen Z, thus complementing the quantitative findings.

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