

# The Influence of Working Environment on Burnout among Gen-X, Gen-Y, and Gen-Z Employees

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## Abstract

The objectives of this research were 1) to study the level of opinions on the working environment of employees, 2) to study the level of burnout, and 3) to study the influence of the working environment on burnout of employees. The sample of this research consisted of 400 Gen-X, Gen-Y, and Gen-Z. The questionnaire was used as a data collection tool. The statistics used were frequency distribution, percentage, mean, and standard deviation. To analyze personal data for the level of opinions about the working environment and burnout level, the researcher used one-way analysis of variance, multiple regression as well as Pearson's correlation coefficient statistics.

The results of found that 1) People from different age ranges had significantly different levels of opinion, statistically. Gen-X had opinions on workload, career advancement, wages, and working from home policy than those from Gen-Y, Gen-Z. As for organization relationships, Gen-X had higher levels of opinions than those from Gen-Y, Gen-Z and Gen-Z had less opinions than Gen-X, Gen-Y. 2) People from different age ranges had significantly different, statistically. Gen-X had the level of burnout in terms of emotional exhaustion and feeling of being unsuccessful than those from Gen-Y, Gen-Z. As for the depersonalization in others, Gen-X, Gen-Z had higher levels of burnout than Gen-Y. 3) For working environment in terms of workload, relationship in the organization, career advancement and working from home policy they were found to have no relationship with burnout, the salary it was found to have a positive relationship with of burnout.

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**Keyword:** working environment, burnout, Gen-X, Gen-Y, Gen-Z

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## Introduction

Burnout Syndrome has been registered as a new disease by the World Health Organization (WHO) in 2019. The word "burnout" originated in the year 1975, referring to Department of Mental Health. (2019). It is caused by psychological changes resulting from chronic stress from work, lack of balance between work and personal life (Work-Life Balance, unsupportive work environment, including inflexible organizational structure. Burnout within the individuals can also be expressed through emotional exhaustion, depersonification, and reduced personal accomplishment which represent different dimensions of burnout. The individuals who experience issue of burnout are likely to develop the feeling of being worn out, and being disconnected towards work or have negative response to their aspects of work. It is also common that some individuals, as a sign of reduced personal accomplishment, start to devalue the work of their own, feel poorly self-esteemed with beliefs of themselves unable to perform the tasks excellently.

Burnout has become a significant issue for the organizational management under current environment, particularly in the past 2 years, in which the world has faced the COVID-19 pandemic. The virus has changed the way of living, as well as leading to a state of burnout of employees in the organization eventually. These situations cause negative effects on the physical health and the mental health of employees. It is considered a silent threat that destructs employees and organizations. The organizations therefore expect to develop the effective management strategies, of which enable them to successfully deal with burnout

among the employees unless the organizations have high tendency of experiencing negative consequences such as less satisfaction of employees and happiness at work which may translate into high turnover rate and poor organizational performance subsequently.

As aforementioned, it is evident that if the organization is unable to prevent the occurrence, including reducing the chance of burnout, the organization will be affected due to decreasing of work efficiency from employees, lack of enthusiasm, and lack of creativity for new creations. According to a survey conducted by Mahidol University in 2019, referring to Turakij (2022), it was found that more than 12% of workers in Bangkok suffer from burnout. The main cause was due to heavy workload, unsupportive work environment, including inflexible organizational structure. This is in line with a survey from the Adecco Group in 2021 which reported that burnout could be found globally, with ratio of more than 4 out of 10, referring to The Adecco Group (2021, p. 59). This could also increase absenteeism or even resignation. Therefore, it is necessary for the organization to adapt to the continuous changes whether in working styles and working environments. Hence this research study is conducted.

In this research, the researcher referred to Maslach and Jackson (1997), referring to Suwanvatin (2016, p. 14) divided the burnout into 3 aspects: 1) emotional exhaustion: a feeling of emotional exhaustion caused by working hard, feeling exhausted, lack of motivation to work, lack of desire to compete or resolve problems or obstacles. 2) Decrease in the personification of others: a symptom that



occurs as a result of emotional exhaustion, causing negative feelings towards colleagues and other related people. The person lacks good human relations and good interaction with other people and 3) The feeling of being unsuccessful: a feeling that makes one think that they are not as successful as expected, determining themselves as negative. This results in reduction of work efficiency. The person works aimlessly and does not of goals have pride in their own ability or performance.

There are numerous studies conducted by previous researchers in the similar areas to this study, nevertheless the study which specifically focuses on burnout in organizations among employees from the different age groups including Gen-X, Gen-Y, and Gen-Z have not been left unexplored. This leaves a huge gap of study which the researcher anticipates to fill by investigating the phenomenon of burnout and its impact on employees in these different age groups. Therefore, given that addressing burnout in the workplace is crucial for organizational management, this study is developed with an aim to study on which aspects of the work environment have the most significant influence on burnout in each age group.

This research focuses on Gen-X, Gen-Y, Gen-Z employees, divided by age according to the concept of Shoaff (2013), referring to Maturospornwattana (2018, p. 20). At the same time, each generation has its own working approach, life goal, and different behavior patterns. That is, 1) Gen-X has a step-by-step work style. They are organized and want a secure career path. They give importance to both work and family matters. 2) Gen-Y likes the freedom of work. They were born in

the era of technological development hence they are highly adaptive and flexible. 3) Gen-Z focuses on work that they are satisfied with. They are quick-learners and good at technology. They are also self-acceptance. It is clear that each generation has different behaviors. The organization must learn to understand the causes that influence the burnout. This research focuses on five aspects of work environment: 1) workload, 2) organizational relationships, 3) career advancement, 4) salary, and 5) working from home.

The results are expected to provide insights into the differences in burnout among different age groups and deeper understanding about the relationship between burnout and other factors in the work environment such as workload, organizational relationships, career advancement, and compensation. This will be essential in terms of supporting the organizations to develop more effective and efficient HR practices to deal with burnout issues, creating a positive work environment that reduces burnout and enhances long-term satisfaction and high-quality performance of their employees.

## Research objectives

The main objectives of this study are:

1. To study the level of opinions on the working environment of Gen-X, Gen-Y, Gen-Z employees.
2. To study the level of the burnout among Gen-X, Gen-Y, Gen-Z employees.
3. To study the influence of working environment that affect the burnout among Gen-X, Gen-Y, Gen-Z employees.



## Research hypothesis

The questions of this research are:

1. The work environment for Gen-X, Gen-Y, Gen-Z employees differs.
2. Burnout levels of Gen-X, Gen-Y, Gen-Z employees differ.
3. The work environment affects employee burnout.

## Concept theory and related research

This research was studied from the concepts, theories and related researches The Influence of Working Environment on Burnout among Gen-X, Gen-Y, Gen-Z Employees.

### Concept theory and related research about burnout

Burnout was listed as a new disease by the World Health Organization (WHO) in 2019. The syndrome is caused by psychological changes resulting from chronic work stress. The term "burnout" was introduced in 1975, referring to the Department of Mental Health (2019), where it was explained as a group of symptoms characterized by emotional exhaustion from stress that had accumulated for a long time. The concept of burnout was further proposed by Maslach and Jackson (1981), referring to Suwanvatin (2016, p. 14), dividing burnout into 3 aspects: 1) Emotional exhaustion, of which generally arises from the accumulated work stress, it causes them to be less work motivated. The individuals who are emotionally exhausted frequently believe they have no control or authority over life's events

including their work, 2) Decrease in the personification of others, of which is basically characterized by an impairment and distortion of an individual's perspective of oneself or of the others. This aspect of burnout indeed is placed as an affective-symptomatic loss of empathy, and 3) Reduced personal accomplishment or the feeling of being unsuccessful, of which means that the individuals are prone to undervaluing their own work, creating a sense of inadequacy regarding their ability to carry out the tasks, and general lack of respect for their own abilities to complete work as the professional ones.

This concept was consistent with view of Vajirodom (2009), referring to Charoenrattanaumporn (2020, p. 14), which implied that it was a state of emotional, mental, and physical exhaustion as a result of stress that had accumulated over a long period of time. They can feel the negative changes in themselves, feeling inefficient, decreasing ability to build good relationships with other people. They become lack of goals in work and lack of pride in their own ability or performance.

### Concept and theory about working environment

For working environment, the researcher used the concept of Moos (1986), referring to Dechmaneethorn (2019, p. 16-28), The researcher applied the conceptual framework of each of the aforementioned dimensions and this research focused on the working environment in 5 aspects, namely 1) Workload: the researcher used the concept of Frankenhauser et. al (1971), referring to Suwanvatin (2016, p. 14), that means tasks that must be done



according to the mission, duty, and responsibility assigned and must be completed within time 2) Relationship in the organization: the researcher used the concept of Schultz (1960), referring to Taengpetch (2015, p. 14-15), that is, interpersonal behavior in the sense of personal compatibility. Human society naturally wants to interact with other people, which is a basic necessity as well as interpersonal relations. Therefore, they are essential as they lead to satisfying relationships. 3) Career advancement: the researcher uses the concept of Hellriegel et al. (2001), referring to Sulakanawat (2016), that is, self-development affects career goal achievement. There are many factors involved such as financial condition, family, personality of the person, as well as organizational culture. These are factors affecting career advancement. Social status and education are the fundamentals of career advancement 4) Salary: the researcher used the concept of Mondy and Noe (2005), referring to Ubolyaem (2016, p. 11-14)

And divided salary or compensation into two types. They are monetary compensation and non-monetary compensation that encourages employee motivation. This concept is aligned with Milkovich and Newman (2005), referring to Charoenloetwiwat (2017, p. 92). All forms of compensation are in cash and tangible services, including various welfare that employees receive as part of an employment relationship. Neelapisit (2019, p. 23) provided the meanings of compensation as monetary and/or non-monetary payments to personnel in return for their performance of their work; and 5) Working from home: the researcher uses the concept of Kugelmess (1955),

referring to Sotthiwat (2021, p. 7-8), that is, work that consists of flexibility of time and flexibility of place, where people working at home and using their own computers to connect to the office. Work schedule becomes unnecessary with the work from home policy. Employees can choose to rotate working hours and locations for efficient work.

## **Concept and theory about generation**

The population group of this research according to the conceptual criteria of Shoaff (2013), referring to Maturospornwattana (2018, p. 20), is considered a popular criterion among research and articles. The Generation X group (Gen-X) is a group of people who were born during the year of 1965-1980. Generation Y (Gen-Y) is a group of people who were born between the year of 1981-1995. Generation Z (Gen-Z) is a group of people who were born between the year of 1996-2004.

## **Methodology**

### **Research design**

This research is quantitative research method since the data collected through this method is numerical and was analyzed statistically.

### **Research instrument**

A questionnaire is used as the tool in quantitative research, in which the questions are closed-ended question. The content of the questionnaire is divided into 3 parts.

Part 1: A general information questionnaire consisting of 7 questions in



the form of multiple choice. They are questions to gather facts from the population used in the study.

Part 2: Questionnaire about opinions toward the 5 dimensions of working environment in the form of 18 multiple choice questions, using the Ratio Scale to determine the Likert Rating Scales.

Part 3: Burnout questionnaire using multiple-choice question towards the of 3 aspects, consisted of 22 questions, using the Ratio Scale and the Likert Rating Scales.

## Population and sample

The population studied in this research is Gen-X, Gen-Y, Gen-Z workers aged between 23-58 years old. According to a research from the National Statistical Office conducted at the 4th quarter of year 2021 found that, in Bangkok, there were a total of 2,557,104 employed people, divided into age ranges as follows: 1) Gen X: aged 43-58 years for 1,186,869 people 2) Gen Y: aged 28-42 years for 974,385 people and 3) Gen Z: aged 23-27 years for 395,850 people. As this research has a large population, the researcher determined the sample size using Taro Yamane's formula (Taro Yamane, 1973: 727) with a confidence value of 95 percent and a sample error of 0.05. The results from the above sample size calculation were equal to 399 people. However, the researcher chose to collect data from 400 people, which was more than the calculated number.

## Data collection

The researcher contacted and asked for cooperation from fellow scholars and acquaintances to participate in the questionnaire, which was created and

collected data through Google Forms, and then validated the information obtained. The questionnaire was then processed with a statistical package program for further data analysis.

## Data analysis

For data analysis of this research, the researcher used the data obtained from the questionnaire from the sample to analyze and process with the statistical package program. The statistical significance used in this analysis was set at the 0.05 level. The research analyzed the data using the following statistics:

1. Analysis of descriptive statistics using statistics to find frequency, percentages, mean, and standard deviation.
2. Analysis of Inferential Statistics to test the hypotheses of the researcher, using statistical tools including mean, standard deviation, correlation coefficient, multiple linear regression analysis, and analysis of variance (One-way ANOVA).

## Results

### Descriptive statistics analysis

From the analysis of demographic data using statistics to find the frequency and the percentages from the number of respondents of 400 people, it was found that most of them were female (58.8%). The ratio of respondents from each age ranges were somewhat similar, with people from ages around 23-27 (Gen-Z) for 135 people, representing 33.8%, equal to the age of 28 - 42 years (Gen-Y), 135 people, representing 33.8% and the age range of 43 - 58 years (Gen-X), of 130 people, representing 32.5%, as shown in Table 1.

**Table 1** Demographic data of the sample group (n=400)

Variable	N	Percent
<b>Gender</b>		
Male	151	37.8
Female	235	58.8
LGBTQ	14	3.5
<b>Age</b>		
Age 23-27 (Gen-Z)	135	33.8
Age 28-42 (Gen-Y)	135	33.8
Age 43-58 (Gen-X)	130	32.5
<b>Highest level of education/Currently studying</b>		
Undergraduate	17	4.3
Bachelor Degrees	364	91.0
Post-Graduate	19	4.8
<b>Marital status</b>		
Single	165	41.3
Married	222	55.5
Divorced/Separated	13	3.3
<b>Position</b>		
Operation (Officer)	274	68.5
Supervisor (Team Leader/Supervisor)	111	27.8
Management (Manager/Director)	15	3.8
<b>Work experience</b>		
1 - 2 years	13	3.3
2 - 5 years	137	34.3
5 - 10 years	110	27.5
More than 10 years	140	35.0
<b>Monthly income</b>		
Less than 20,000 baht	107	26.8
Between 20,001 - 50,000 baht	261	65.3
More than 50,001 baht	32	8.0

## Inferential Statistics analysis

1. One-Way ANOVA analyzed the difference between the means of more than two independent groups of samples. From the test, it was found that, with different age ranges of employees, there were different levels of opinion toward work environments. Gen-X had different

levels of opinion on workload, relationship in the organization, career advancement, salary, and working from home than Gen-Y and Gen-Z. Gen-Y had a statistically significant level of opinions higher than Gen-Z at the 0.05 level for the relationship in the workplace, as shown in Table 2.



**Table 2** Mean values of opinions on work environment classified by age range (n=400)

Opinions	N	Mean	SD	Levene's F	Variance	SS	df	MS	F	P	Results of ANOVA
<b>Workload</b>											
1. Age 43-58 (Gen-X)	130	3.74	0.52		b.g.	13.18	2.00	6.59			
2. Age 28-42 (Gen-Y)	135	3.49	0.60	31.32	w.g.	192.97	397.00	0.48	13.56*	0.00	1 > 2,3
3. Age 23-27 (Gen-Z)	135	3.30	0.90		total	206.16	399.00				
<b>Organizational relations</b>											
1. Age 43-58 (Gen-X)	130	3.87	0.53		b.g.	13.70	2.00	6.85			1 > 2,3
2. Age 28-42 (Gen-Y)	135	3.65	0.60	27.90	w.g.	190.28	397.00	0.47	14.29*	0.00	2 > 3
3. Age 23-27 (Gen-Z)	135	3.42	0.88		total	203.98	399.00				
<b>Career advancement</b>											
1. Age 43-58 (Gen-X)	130	3.89	0.48		b.g.	13.59	2.00	6.79			
2. Age 28-42 (Gen-Y)	135	3.60	0.65	33.46	w.g.	197.59	397.00	0.49	13.65*	0.00	1 > 2,3
3. Age 23-27 (Gen-Z)	135	3.44	0.90		total	211.19	399.00				
<b>Salary</b>											
1. Age 43-58 (Gen-X)	130	3.81	0.60		b.g.	10.66	2.00	5.33			
2. Age 28-42 (Gen-Y)	135	3.56	0.70	24.48	w.g.	225.80	397.00	0.56	9.37*	0.00	1 > 2,3
3. Age 23-27 (Gen-Z)	135	3.41	0.91		total	236.46	399.00				
<b>Work from home</b>											
1. Age 43-58 (Gen-X)	130	3.94	0.54		b.g.	14.36	2.00	7.18			
2. Age 28-42 (Gen-Y)	135	3.62	0.70	28.05	w.g.	215.44	397.00	0.54	13.23*	0.00	1 > 2,3
3. Age 23-27 (Gen-Z)	135	3.50	0.91		total	229.80	399.00				

\*Statistically significant 0.05

2. One-Way ANOVA was used to analyze the difference between the mean of more than two groups of independent samples. There were different levels of burnout. It revealed that Gen-X had different levels of burnout with emotional exhaustion and low self-esteem of being unsuccessful

than those from Gen-Y and Gen-Z. For decrease in personification of others, Gen-Y had a significantly lower level of burnout than Gen-X and Gen-Z, at statistical differences of 0.05, as shown in Table 3.





**Table 3** Mean levels of burnout classified by age range (n=400)

Burnout	N	Mean	SD	Levene's F	Variance	SS	df	MS	F	P	Results of ANOVA
<b>Emotional exhaustion</b>											
1. Age 43-58 (Gen-X)	130	2.57	0.69		b.g.	5.86	2.00	2.93			
2. Age 28-42 (Gen-Y)	135	2.28	0.83	7.94	w.g.	262.52	397.00	0.66	4.43*	0.01	1 > 2
3. Age 23-27 (Gen-Z)	135	2.45	0.89		total	268.38	399.00				
<b>Decrease in personification of others</b>											
1. Age 43-58 (Gen-X)	130	2.52	0.70		b.g.	11.09	2.00	5.54			
2. Age 28-42 (Gen-Y)	135	2.12	0.84	4.59	w.g.	269.74	397.00	0.67	8.16*	0.00	1,3 > 2
3. Age 23-27 (Gen-Z)	135	2.40	0.89		total	280.83	399.00				
<b>Feeling of being unsuccessful</b>											
1. Age 43-58 (Gen-X)	130	2.53	0.67		b.g.	8.42	2.00	4.21			
2. Age 28-42 (Gen-Y)	135	2.21	0.99	20.61	w.g.	316.40	397.00	0.79	5.28*	0.00	1 > 2
3. Age 23-27 (Gen-Z)	135	2.49	0.96		total	324.82	399.00				

\*Statistically significant 0.05

3. From the analysis of the level of working environment that affected the burnout by using a statistical test to analyze Pearson's correlation coefficient, it was found that workload, relationship in the organization, career advancement, salary, and work from home were associated with burnout in the dimension of emotional exhaustion and the decrease in personification of others at statistically significant of 0.05. Working at home was related to burnout in terms of feeling unsuccessful at statistically significant of 0.05. analysis of multiple linear regression

in the form of enter multiple regression can be divided as follows:

Analyzation of the work environment variables in all 5 factors and the burnout in terms of emotional exhaustion, with the level of statistical significance set at 0.05, was performed. Workload, relationship in the workplace, career advancement, and working from home did not have relationship with burnout, while compensation had a positive relationship with burnout, as shown in Table 4.



**Table 4** Results of the multiple regression analysis of the relationship between working environment and burnout in the dimension of emotional exhaustion (n=400)

Variables	Unstandardized Coefficients		Standardized Coefficients		
	B	Std.Error	Beta	t	Sig.
Constant	3.535	0.233		15.193	0.001
Workload	-0.025	0.085	-0.022	-0.291	0.771
Relationship in workplace	-0.051	0.085	-0.044	-0.597	0.551
Career advancement	-0.014	0.092	-0.013	-0.152	0.879
Salary	-0.248	0.081	-0.232	-3.058*	0.002
Work from home	0.032	0.084	0.030	0.378	0.706

*R Square=0.072 Adjusted R Square=0.060 F=6.071 (Sig=0.060)*

*\*Significant level at 0.05*

Analysis of the work environment variables in all 5 factors and the burnout in terms of decrease in personification of others, with the level of statistical significance set at 0.05, was performed.

Workload, relationship in the workplace, career advancement, and working at home did not have relationship with burnout, while salary had a positive relationship with burnout, as shown in Table 5.

**Table 5** Results of the multiple regression analysis of the relationship between working environment and burnout in the dimension of decrease in personification of others (n=400)

Variables	Unstandardized Coefficients		Standardized Coefficients		
	B	Std.Error	Beta	t	Sig.
Constant	3.296	0.240		13.712	0.001
Workload	-0.004	0.088	-0.003	-0.046	0.964
Relationship in workplace	-0.096	0.088	-0.081	-1.091	0.276
Career advancement	-0.101	0.096	-0.087	-1.053	0.293
Salary	-0.180	0.084	-0.166	-2.156*	0.032
Work from home	0.117	0.087	0.106	1.340	0.181

*R Square=0.230 Adjusted R Square=0.041 F=4.411 (Sig=0.041)*

*\*Significant level at 0.05*

Analysis of the work environment variables in all 5 factors and the burnout in terms of feeling unsuccessful, with the level of statistical significance set at 0.05, was performed. Workload, relationship in the

workplace, career advancement, and working at home did not have relationship with burnout, while salary had a positive relationship with burnout, as shown in Table 6

**Table 6** Results of the multiple regression analysis of the relationship between working environment and burnout in the dimension of feeling unsuccessful (n=400)

Variables	Unstandardized Coefficients		Standardized Coefficients		
	B	Std.Error	Beta	t	Sig.
Constant	2.966	0.259		11.453	0.001
Workload	0.011	0.095	0.008	0.112	0.911
Relationship in workplace	0.111	0.094	0.088	1.177	0.240
Career advancement	-0.016	0.103	-0.013	-0.155	0.877
Salary	-0.351	0.090	-0.299	-3.893*	0.001
Work from home	0.088	0.094	0.074	0.935	0.351

*R Square=0.222 Adjusted R Square=0.037 F=4.082 (Sig=0.037)*

*\*Significant level at 0.05*

## Conclusion

### Discussion of the results of the study for the Hypothesis 1: the working environment of Gen-X, Gen-Y, and Gen-Z employees are different.

For working environment opinion level, the researcher focused on 5 work environments, namely 1) workload according to the concept of Frankenhauser et. al (1971), referring to Suwanvatin (2016, p. 14) 2) Work relationship based on the concept of Schultz (1960), referring to Taengpetch (2015, p. 14-15) 3) Career advancement based on the concept of Hellriegel et al. (2001), referring to Sulakanawat (2016) 4) Salary based on the concept Mondy and Noe (2005) citing Ubolyaem (2016, p. 11-14) and 5) Working from home, the researcher used the concept of Kugelmess (1955) referring to Sotthiwat (2021, p. 7-8). When the age ranges were divided, it found that people from different age ranges had different opinion levels. Gen-X has opinion on workload, career advancement, salary and working from home more than those from

Gen-Y and Gen-Z. Overall, it is evident that Gen-Y and Gen-Z have similar levels of opinion. The results of this study are also consistent with the study of Charoenloetwivat (2017, p. 92) who studied Remuneration, Welfare and Quality of Life, Affecting their Loyalty to Government Official of Department of Disease Control, the Ministry of Public Health. The results from the study showed that gender, age, and length of work of employees were different and they resulted in different satisfaction in compensation, welfare, and quality of life. The results are aligned with the study of Neelapisit (2019, p. 97) who studied the relationship between satisfaction about compensation and welfare satisfaction about internal communication to the commitment of employee who are generation Y in organizations. The results from the study showed that satisfaction with direct monetary compensation and satisfaction in indirect monetary compensation were correlated with the overall organizational commitment and had a significant high correlation.



### **Discussion of the results of the study for the Hypothesis 2: the level of burnout among Gen-X, Gen-Y, and Gen-Z employees are different.**

To understand the burnout, this research used the concept of Maslach and Jackson (1981) referring to Suwanvatin (2016, p. 14), and categorized burnout levels in 3 aspects: 1) emotional exhaustion, 2) degradation of personalities in others, and 3) feelings of being unsuccessful. This research also used conceptual criterion of Shoaff (2013), referring to Matusopornwattana (2018, p. 20) in the age division. The study found that employees from different age ranges had different levels of burnout. Gen-X has the highest level of burnout in terms of emotional exhaustion and feeling of being unsuccessful that affects their self-esteem more than those from Gen-Y and Gen-Z. As for the degradation of personalities in others, Gen-X and Gen-Z have higher levels of burnout than Gen-Y. The results of the study aligned with result from the study of Charoenrattanaumporn (2020, p. 19-21) about personal characteristics, internal communication, organizational commitment, and job burnout of private company employees. The results showed that personal characteristics of private company employees namely age, marital status (de facto), monthly personal income, and the level of work position in the organization affected burnout significantly.

### **Discussion of the results of the study for the Hypothesis 3: working environment affects burnout among employees.**

Work environment in terms of salary affects the burnout in all 3 aspects. It reflects that if employees feel that the

compensation is not suitable for knowledge, ability, and the amount of work, including unattractive welfare, it will result in employees suffering from burnout which may arise from the lack of motivation to work. Organizations should also consider other non-monetary benefits as are parts of the working environment. Organizations must be aware of appropriate monetary and non-monetary incentives as well.

The study found that work environments that affected burnout were, in descending order, 1) salary, 2) work relationship, 3) working from home, 4) career advancement, and 5) workload. The results of this study are also consistent with Dechmaneethorn's (2019, p. 16-28) study on the job's burnout state of the generation Y bank employee: comparative case between government bank and commercial bank. The study found that the working environment of Generation Y employees who worked in public and private banks had a relationship with burnout, both in terms of emotional exhaustion, the feeling of devaluation of the person, and reduction in personal success. This is consistent with Taengpetch (2015, p. 14-15) who studied the moderating effects of self-efficacy on the relation between perceived workload, work relationship and job burnout. The research found that perception of workload and working relationship had a significant positive correlation with burnout, while self-efficacy was not a regulated variable between perceived workload, work relationship, burnout.

## **Recommendation**

Gen-X and Gen-Y have which have opinions in the agreeing level. Therefore,



when assigning tasks to Gen-Z, supervisors must be aware of the abilities of their subordinates and provide a clear scope of work. Furthermore, the duties of the assigned work should be specified clearly in written form. The appropriate amount of work should also be taken into consideration to achieve greater operational efficiency.

**Relationships in workplace:** Gen-X, Gen-Y, Gen-Z have the same level of opinion, which is agree, with the lowest the average level from Gen-Z. Organizations should support activities or recreation to break the ice, reduce the age gap, while create an atmosphere for learning from each other. When the relationship in the organization is good, overall working operation will be smooth, resulting in more efficient within the organization.

**Career advancement:** Gen-X, Gen-Y, Gen-Z have the same level of opinion, which is agree, with the lowest the average level from Gen-Z. This might be due to the fact that Gen-Z is a group of people who have just entered working industry. They may lack knowledge and understanding of career advancement. The organization should provide knowledge and understanding in such matters, including creating a clear career path, so that employees are aware of advancement opportunities. They will also be able to plan for self-development to achieve career success goals as expected. For Gen-X Gen-, organizations may consider job rotations or assignment of a more challenging work. It will also help develop employees to achieve all-round skills, which considered as creating a good career path.

**Salary:** Gen-X, Gen-Y, Gen-Z have the same level of opinion, which is agree,

with the lowest the average level from Gen-Z. Organizations should consider if their compensation to their employees is appropriate when compared to the knowledge, ability, and the amount of work responsible of their employee. This includes reviewing the assessment criteria regarding employee performance evaluation in writing, along with clarifying to employees about the results of each assessment. Welfare at work is another issue that organizations need to focus on. The basic welfare provided should be considered comparable to other business in the same industry and similar business sizes. Welfare should be provided tailored to meet the needs of each generation, in order to maintain the benefits for all parties as much as possible.

**Working from home:** Gen-X, Gen-Y, Gen-Z have the same level of opinion, which is agree, with the lowest the average level from Gen-Z. Organizations should review policies related to working from home, whether using technology operational tools as well as conducting a survey on the suitability of employees' living place. This is to create a balance between work and personal life (Work-Life Balance).

**Emotional exhaustion:** Gen-X, Gen-Y, Gen-Z have the same level of opinions, that is, disagree. The highest average burnout level is from Gen-X, following by Gen-Z and the least is Gen-Y. Organizations must be aware of the balance between work and personal life (Work-Life Balance), as it is an important factor that encourages employees to work in the organization happily. Creating a relaxed atmosphere can be achieved by building good relationships among employees, including motivate them to



communicate and exchange more ideas, not keeping the stress within themselves. Organization may consider providing a coffee corner in the office, including providing a break during the day (in addition to the lunch break) to relieve fatigue and reduce the stress of working during the day.

Decrease in personification of others: Gen-X, Gen-Y, Gen-Z have the same level of opinions, that is, disagree. The highest average burnout level is from Gen-X, following by Gen-Z and the least is Gen-Y. Organizations should provide training on interacting with others (soft skills), which is a necessary skill for working in the present. This enables employees to know techniques for managing their emotions. It also contributes to the exchange of views, attitudes, knowledge, and experiences, which builds a positive attitude towards each other.

Feeling of being unsuccessful: Gen-X, Gen-Y, Gen-Z have the same level of opinions, that is, disagree. The highest average burnout level is from Gen-X, following by Gen-Z and the least is Gen-Y. The feeling of being unsuccessful comes from a number of factors arising from inner self-esteem, including lack of goals in work such as feeling unsuccessful in career, negative feelings towards co-workers, resulting in inability to solve problems in their own work effectively. The organization should conduct a survey or a form to measure the level of burnout within the organization. If the organization recognizes the root cause of the problem and finds ways to prevent it, it can reduce the chances of burnout in the organization.

## Suggestions for future studies

Research studies should be Analyze factors or causes of burnout more, for example, in the case of more continuous competition.

Research studies should be conducted to compare professions, such as government officials, private sector employees, civil servants, or private business owners, that are most affected by work-related exhaustion and the contributing factors, in order to identify specific solutions to address the problem.

Research studies should be conducted to identify the factors that contribute the most to work-related exhaustion and determine how they are related to specific aspects, such as organizational structure, work tools, job characteristics, and leadership styles, in order to find appropriate solutions to address the problem.

To ensure that research results are complete and comprehensive in all dimensions, it is important to conduct high-quality research that gathers data from opinions that reflect the ideas, attitudes, and behaviors of the target sample group. This can be achieved through in-depth interviews that explore various issues related to the working environment, such as opinions on the work environment, positive and negative feelings towards the work environment, and other contextual factors that impact work behavior. This includes aspects that benefit the organization, such as organizational culture, work performance, job satisfaction, and aspects that have negative impacts on work-related exhaustion.



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