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# WORKFORCE SUSTAINABILITY: HOW WORKLOAD AND MENTORING INFLUENCE BURNOUT IN RAPIDLY CHANGING ENVIRONMENT

Wan Chiu Ling<sup>1\*</sup>, Leow Wai Fong<sup>2</sup>, Khor Wei Min<sup>3</sup><sup>1</sup> Global Business School, Veritas University College, 46200 Petaling Jaya, Selangor, Malaysia.

Email: 21941@vucstudent.edu.my

<sup>2</sup> Global Business School, Veritas University College, 46200 Petaling Jaya, Selangor, Malaysia.

Email: 18600@vucstudent.edu.my

<sup>3</sup> Global Business School, Veritas University College, 46200 Petaling Jaya, Selangor, Malaysia.

Email: Khor.w@veritas.edu.my

\* Corresponding Author

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This work is licensed under [CC BY 4.0](https://creativecommons.org/licenses/by/4.0/)**Abstract:**

Burnout has emerged as an increasingly significant impediment to workforce sustainability and organizational efficiency, notably within knowledge-driven environments where rapid change in technology advancement heightens employee expectations. Burnout not solely affects professional life, but also has a detrimental effect on all facets of life including personal health, familial relationships, and social interactions. This study examines the influence of workload and mentoring on burnout reactions in contemporary work environments. Incorporating insights from the fields of human resources and technology management, the study presents a conceptual framework that elucidates how the two factors collaboratively influence burnout which ultimately benefit both employee health and the sustainability of organizational performance. Applied a quantitative design, data were collected from 209 respondents through online survey with majority samples from Generation Millennials and Z. These variables were assessed utilizing validated measures, and multiple regression analysis was employed to examine the relationships. Results indicated that increased workload directly contributes to emotional exhaustion and led to burnout. In contrast, mentoring is seen as an organizational approach capable of alleviating adverse impacts through the provision of support, direction, and resource visibility as predicted by Conservation of Resource Theory. The research concludes that the integration of structured mentoring programs with workload management is vital for maintaining employee well-being and organizational success. The findings provide practical advice for corporate leaders aiming to sustain workforce adaptability amid constantly evolving environments, emphasizing the need of these younger generations to support digital transformation and sustained productivity across diverse organizations globally.

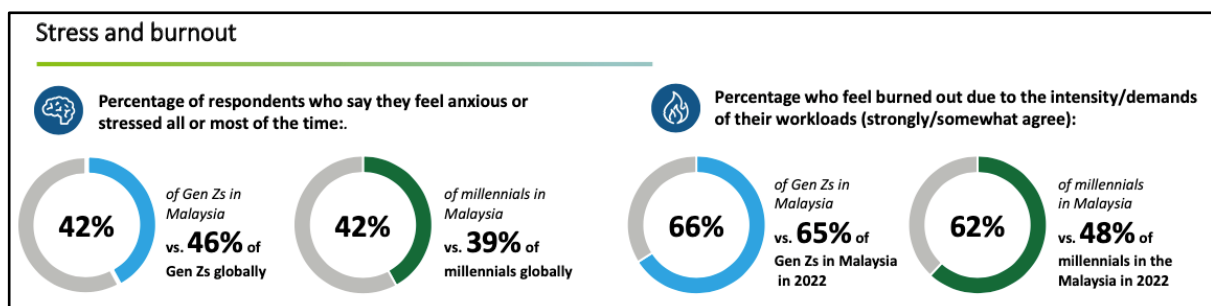
**Keywords:**

Burnout, Workload, Mentoring, Sustainability, Productivity, Employees, Conservation of Resources Theory.

**Introduction**

The prevalence of burnout across the globe has alarming accelerates throughout the years. Universally, health professionals in U.S. experienced burnout were raised from 2018 (32%) to 2022 (46%), as reported by Disease Control and Prevention Centres (Navarre, 2023). The swift advancements in technology and globalization, have augmented the apprehension concerning employee burnout. The growing adoption of technological advancements has amplified employees' workload due to continuous system enhancements, real-time requirements, and perpetually communication. According to the World Health Organization (2019), burnout is not regarded as a disease. But pursuant to the 11th Revision of the International Classification of Diseases, burnout has been confirmed as an occupational phenomenon and a disorder that seems to stem from unmanaged chronic pressure from job duties (World Health Organization, 2019). International SOS Risk Outlook 2024 data indicates that burnout is one of the top three threats to workplace welfare (HR Hub, 2024). If left unattended, the consequences of burnout are severe and dreadful which adversely affect workforce sustainability, productivity and heighten attrition risk. In accordance with Malaysia's Health Ministry data, bullying, extreme overwork, and burnout were the main reasons that contract professionals quit their jobs, with numbers rising annually between 2018 and 2022, from 168 to 1,354 respectively (The Straits Times, 2023).

In this emerging technological world, managers typically have greater expectation on younger generations such as Generation Y or also known as Millennials (Born amid 1981–1996) and Generation Z (Born amid 1997–2012) who perceived as more adaptable to ensure business continuity and meet client satisfaction. In Malaysia, 42% of Generation Z and Millennials reported expressed feeling anxiety or stress in Deloitte's released 2023 Generation Z and Millennials survey as illustrated by Figure 1. Furthermore, burnout due to job pressure was expressed by 62% of Millennials and 66% of Generation Z. Additionally, human resource leaders encounter challenge of high employee attrition particularly among Millennials (Olumide, 2024). Therefore, it is more concerning and critical to understand burnout to prevent the depletion in organizational knowledge and retain talents for organizational sustainability.



**Figure 1: Burnout and Stress**

(Source: Deloitte, 2023)

The past literatures generated varied results concerning the formation of burnout. Due to conflicting demands and imprecise instructions to perform job duties, employees experienced higher levels of role stress and reported burnout (Tang & Li, 2021). Additionally, the heightened mental and physical stress of dealing with cancer patients alongside their loved ones renders newly employed nurses in cancer treatment clinics particularly vulnerable to work burnout and the desire to leave the position (Liu et al., 2023). On the contrary, police forces' distinct cultural personalities are a major contributing factor to occupational anxiety and burnout (Queirós et al., 2020). According to Bashkirova et al. (2023), both personal traits and the workplace environment have significant role in the development of burnout.

Moreover, although research shown mentoring may reduce burnout, yet there is limited knowledge in the method and structure of mentoring affiliation. Perumalswami et al. (2020) stated that the existence of a mentor was linked to lower levels of the three burnout scores. Menzin et al. (2020) indicated that mentorship programs are an advantageous interference that can avoid burnout and boost resilience. Further, the launch of mentoring initiatives and the availability of adequate supports for employees led to a notable increase in staff retention rates and a noticeable decrease in burnout (Fagan et al., 2024). Conversely, the structure provided by formal mentoring initiatives may be particularly helpful for neurotic individuals that exhibit significant anxiety or avoidance inclinations that prevent them from acquiring the greatest value out of informal mentors (Varghese et al., 2020). From the contradictions and inconsistency findings from past researchers, constitutes a greater intriguing and demands in-depth investigations into the interaction between mentoring and burnout.

Burnout create cascading effects, impacting work, social relationship and personal wellbeing. Individuals that struggle to maintain and recuperate valuable resources might experience tension and susceptible to job burnout, according to COR theory (Zhang et al., 2020). Despite its significance, limited research has investigated how workload and mentoring collaboratively affect burnout among Generation Millennials and Generation Z employees in technology-driven settings. Therefore, it is essential to conduct the study to address these gaps and investigate the relationships leverage on COR theory, in an emphasis on the populations in Petaling district, offering theoretical and practical contributions.

### **Research Objective**

The objective is to examine the correlation between Workload (IV-1), Mentoring (IV-2) and Burnout (DV) across Generation Z and Millennial employees in Petaling district, Malaysia.

### **Research Questions**

RQ1: How does Workload (IV-1) influence Burnout (DV) across Generation Z and Millennial employees in Petaling district, Malaysia?

RQ2: How does Mentoring (IV-2) influence Burnout (DV) across Generation Z and Millennial employees in Petaling district, Malaysia?

RQ3: How do Workload (IV-1) and Mentoring (IV-2) influence Burnout (DV) across Generation Z and Millennial employees in Petaling district, Malaysia?

### **Hypotheses**

H1: Workload has positive relationship with burnout.

H2: Mentoring has negative relationship with burnout.

H3: Workload and mentoring significantly predict burnout.

## Literature Review

Burnout is a chronic response to ongoing psychosocial and emotional demands at work that adversely impacts the employee's psychological and physical health (Wu et al., 2021). Edú-Valsania et al. (2022) reconstructed burnout as psychological disorder that is characterized by emotional fatigue, depersonalization, and a decreased perception of professional efficacy. Burnout is a result of distinctive traits innate to job activities. When demands exceed resources and this disparity persists for an extended length of time, burnout emerges. Three different subtypes of burnout were identified by the research: frenetic, underchallenged, and worn-out, depending on the degree of commitment employees display in their work (Edú-Valsania et al., 2022). Burnout continues to be a prevalent concern. Given the exigencies of contemporary technological landscapes, mitigating burnout is paramount to facilitate seamless digital transformation and promote workforce sustainability.

In this fast-paced work environment, employees are anticipated to perform swiftly to meet expectations and adapt to the ongoing system enhancements; consequently, burnout can ultimately result in decreased productivity. According to Bayes et al. (2021), individuals who suffered from burnout responded more quickly, but they also made more mistakes when executing duties.

Over the years, overworked employees suffered from several consequences. The average workday for Malaysian employees in 2016 was 48 hours, which is 20% greater than the recommended 40-hour workweek (Malaysia Population Research Hub, 2017). Additionally, excess collaborations work requires longer hours of work to finish tasks, led to overstress and depersonalization (Prasetya et al., 2021). According to a 2019 AIA Malaysia study, 51% of Malaysian employees reported having trouble getting adequate sleep resulted by factors like long workdays and heavy workloads (Lau, 2024). Longo et al. (2022), it is undeniable that employees in the modern world rely heavily on computerized systems, with less human interaction as an outcome of the advancement of cutting-edge technology. Even routine jobs can be taxing because automated systems' perpetual need for concentration may trigger employees to suffer an increased mental workload despite of a reduction in human interaction and feedback (Longo et al., 2022). Pursuant to a WHO/ILO systematic evaluation, 8.9% of the workforce worldwide laboured 55 hours or greater per week, which led to a projected 745,194 deaths and 23.3 million years of disability-adjusted life caused by stroke and ischemic heart disease (Pega et al., 2021). While the findings indicated that increased workload leads to increase mental workload, stress, extended working hours, reduced productivity, sleep disturbances and can potentially lead to fatalities, yet gap exist on how workload influence burnout. Most studies explained workload impacting burnout, but limited knowledge in Malaysia context. Therefore, these emphasize the needs to investigate the correlation between workload and burnout in the specific geographical location.

In the modern age of technology, there are at least four generations of workforce, each with their unique work habits, societal beliefs, and preferred methods of communication. Most of the international research indicates that more than 70% of people have experienced or come across being engulfed in their work path (Sinar Daily, 2023). According to JLL (2024), mentorship is a trend that is currently expanding; as reported by MentoreliQ, 92% of Fortune 500 businesses offer mentoring programs, up from 84% in 2022. Managing talent is essential, particularly for the younger generations. Many businesses in Malaysia are now putting mentorship programs into place after realizing the important it is to successfully keep and

recruit talent (Business Today, 2022). Intergenerational mentoring assists in narrowing gap and addresses potential challenges aiming towards organizational productivity and excellency. These emphasize the needs to investigate the significance of mentoring, along with workload, to identify the connection with burnout.

Based on Statista (2024), in the 2022 Malaysian workforce, Millennials constitute 40.62% (or about 6.5 million), ahead of Gen Z (34.29%, or about 5.5 million). Considering that over 70% of the present-day workforce comprises younger generations, it is imperative to undertake the research to explore the development of burnout within the population of Generation Z and Millennial employees in Petaling district for future workforce sustainability.

### ***Conservation of Resources (COR) Theory***

The research is leveraging Conservation of Resources Theory to gain insight into the correlations involving workload, mentoring and burnout. The relationship between workload and burnout is described through COR theory. According to Wang (2024), educators who handle multiple facets of duties and tasks may experience severe burnout and deplete their personal resources due to the added stress from demanding workload. The connection between burnout and mentoring have been also laid out by COR theory. Employees who experience emotional fatigue may divert their concentration away from work and seek out societal assistance from individuals that might help them replenish their energy, which is explicated by the COR theory (Varghese et al., 2020).

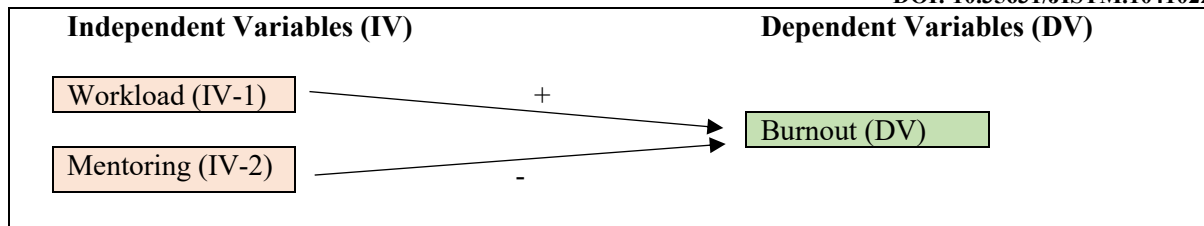
According to Bakker et al. (2023), organizations that distinguished by an integration of intense job demands and inadequate resources to fulfil duties, render employees more susceptible to burnout. As stated by the COR theory, individuals who endure chronic burnout may notice a decrease in energy and a depletion of intellectual resources, leaving things harder to enable them to effectively manage their job duties with the limited resources they possess. Additionally, under extreme stress, individuals tend to display self-defeating conducts including inefficient communication, illogical oversights, and arguments with others (Bakker et al., 2023). The focus of the research is to gauge burnout grounded in COR theory and to demonstrate whether workload and mentoring influence burnout. Furthermore, the research applied the COR theory to study burnout levels across a variety of Generation Z and Millennial employees who have different professional experiences, undertake on family responsibilities, and have a wide spectrum of educational backgrounds. Organizations could benefit from the research findings by obtaining valuable insight to effectively deal with the changing needs of employees within the dynamic and rapidly evolving job settings.

### ***Conceptual Framework***

Figure 2 illustrates the conceptual framework for the research, anchored in COR theory. Applying the model, the correlation of independent variables on burnout across Generation Z and Millennial employees in Petaling districts was researched. It is anticipated that burnout will rise in response to an increase in IV-1. Conversely, it is anticipated that a decrease in burnout is predicted when IV-2 increased. A decline in both IVs have the opposite effect.

- H1: Workload has positive relationship with burnout.
- H2: Mentoring has negative relationship with burnout.
- H3: Workload and mentoring significantly predict burnout.



**Figure 2: Conceptual Framework**

(Source: Yun &amp; Preudhikulpradab, 2023)

**Research Methodology**

This quantitative study gathers and interprets numerical data to determine the magnitude of association between burnout and independent factors of workload and mentoring to examine the COR theory using the approach of deductive reasoning. With respect to February 2023 Key Statistics of Labour Force in Malaysia, the projected overall population of Petaling district is 2.1 million, with a labour force participation rate (LFPR) of 69.9% (DOSM, 2023). Thus, the target population is 1.48 million employees. In Malaysia, 26% of the population is formed by Millennials which also known as Generation Y (Agil et al., 2022; Sim et al., 2022; Tjiptono et al., 2020). Of Malaysia's population, 26% are belonging to Generation Z (Ismail et al., 2021; Ng et al., 2021; Vincent & Ahmad, 2021). Therefore, the study population is approximated 771,813 Generation Z and Millennial employees in Petaling district. The research leveraged Raosoft to compute sample size. Based on Raosoft (2004), minimum required sample size is 157 for the study population of 771,813, a 92% confidence level and a 7% margin of error.

Subsequently, the survey questionnaire was created in Microsoft form, and widely distributed through online platforms. Survey participants had a maximum of four weeks to complete the questionnaire, and all data remain treated anonymous and confidential. It took about 10 to 15 minutes to complete the self-administered online survey, and participation is entirely voluntary.

Table 1 indicated that the Likert / Agreement Scale (5-point) = 1 (Strongly Disagree) to 5 (Strongly Agree) is the units of measurement adopted in this study to examine the connection between variables and measure at the interval level. This tool, which was endorsed by Chyung et al. (2017), claimed that using a 5-point Likert scale produced a noticeably higher assessment of reliability in the research tool and is recommended over the entire population.

**Table 1: Measurement of Variables on Generation Z and Millennial Employees  
Burnout in Petaling District, Malaysia**

Code of Variable	Name of Variable	Authors supported the Variable	Measurement Level	No. of Items	Survey Instrument Validity (Frequency of Cited)	Cronbach Alpha - Reliability
DV	Burnout	Chen et al. (2022); Tan et al. (2020)	Interval	5-items	346	0.804 to 0.833
IV-1	Workload	Yun & Preudhikulpradab (2023); Ziaei et al. (2015)	Interval	5-items	68	0.723 to 0.897

IV-2	Mentoring	Kao et al. (2022); Brodeur et al. (2017)	Interval	5-items	61	0.80 to 0.87
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Initial review was carried out for verifying and ensuring all the information from the survey had been captured after the responses were submitted. Following that, SPSS software was applied to examine and interpret the data once it had been processed and transformed into numerical representation. Demographic characteristics are assessed using descriptive statistics. To determine the connection between all independent and dependent variables, linear regression analysis was used. Eventually, a multiple linear regression analysis was executed to ascertain the most significant independent variable impacting burnout.

## Research Results

### *Descriptive Statistics*

The data collected indicates that there are an overall of 209 respondents from the Petaling district and nearby vicinity that participated in this research. The questionnaire's responses further investigated the five demographics characteristics as shown in Table 2.

**Table 2: Demographic Analysis of Respondents**

	N	%
<b>Gender</b>		
Male	83	39.7
Female	126	60.3
<b>Age</b>		
Below 28	49	23.4
28 – 35	64	30.6
36 – 43	56	26.8
44 – 51	25	12.0
Above 51	15	7.2
<b>The Highest Level of Education</b>		
High School or Certificate	10	4.8
Diploma	13	6.2
Degree	115	55.0
Master Degree	63	30.2
Doctorate Degree	8	3.8
<b>Job Tenure</b>		
Below 2 years	70	33.5
2 – 4 years	45	21.5
5 – 7 years	24	11.5
8 – 10 years	19	9.1
Above 10 years	51	24.4
<b>Assume Role in Family (may choose more than 1 option)</b>		

Nurture children < 9 years old	45	18.1
Nurture children above 9 years old	41	16.5
Nurture ageing parents	68	27.4
Nurture serious illnesses family	6	2.4
No role in family	88	42.1

(Source: SPSS)

The Table 2 further summarized the descriptive analysis of 209 respondents comprised of 60.3% female and 39.7% male. An aggregate of 80.9%, which corresponds to 169 respondents constitute Generation Z and Millennials, had surpassing the minimum needed sample size. Majority of respondents are degree holder (55%) and working below 2 years (33.5%).

### ***Good of Data Analysis (Reliability)***

Table 3 indicated that the excellent Cronbach's Alpha ratings with regards to Mentoring (0.961) and Burnout (0.901) suggested that items effectively assess the variables, hence reflecting great internal consistency and reliability of the scales. The poor Cronbach's Alpha ratings for Workload (0.569) signified that item might poorly assess variable. Despite lower value, the variable is preserved attributable to its significance theoretical contribution within COR theory. All the variables render the study items credible and valid, exceeding the threshold of 0.50 (Streiner, 2003).

**Table 3: Survey Instruments Reliability**

Name of Variable	Number of Items	Cronbach's Alpha
<b>Burnout</b>	5	0.901
<b>Workload</b>	5	0.569
<b>Mentoring</b>	5	0.961

(Source: SPSS)

### ***Linear Regression***

H1: Workload has positive relationship with burnout.

Table 4 demonstrated that in the prediction of Burnout (DV), Workload (IV-1) emerged as a very significant predictor (Beta = 0.702,  $p < .01$ ). The adjusted  $R^2$  for the overall model fit was 0.156, reflecting that 15.6% of the variance in Burnout can be attributed to Workload. Therefore, H1 was supported that workload has positive relationship with burnout in the study.

**Table 4: Linear Regression Result for Workload**

Predictor	Beta	p	$R^2$	t
<b>Workload</b>	.702	.000	.156	6.298

(Source: SPSS)

H2: Mentoring has negative relationship with burnout.

Table 5 indicated that while predicting Burnout (DV), Mentoring (IV-2) was found as a moderate predictor (Beta = 0.126,  $p < .05$ ). The adjusted  $R^2$  for the total model fit was 0.017, reflecting that Mentoring contributed to 1.7% of the variance in Burnout. Therefore, H2 was supported that mentoring has negative relationship with burnout in the study.



**Table 5: Linear Regression Result for Mentoring**

Predictor	Beta	p	R2	t
<b>Mentoring</b>	.126	.032	.017	2.159

(Source: SPSS)

**Multiple Linear Regression**

H3: Workload and mentoring significantly predict burnout.

The model accounted for 16.4% of the variance and was a strong predictor of burnout,  $F(2, 207) = 21.522, p < 0.001$ .

The Table 6 highlighted that workload (Beta = 0.683,  $t = 6.129, p < .001$ ) significantly predicted burnout. In contrast, mentoring (Beta = 0.094,  $t = 1.732, p = .085$ ) did not exert an immense effect on burnout in the multiple linear regression results. Therefore, H3 was partially supported that workload and mentoring significantly predict burnout.

**Table 6: Multiple Linear Regression Results**

Predictor	Beta	p	t
<b>Workload</b>	.683	.000	6.129
<b>Mentoring</b>	.094	.085	1.732

(Source: SPSS)

Model Summary:  $R^2 = .172$ , Adjusted  $R^2 = .164$ ,  $F(2, 207) = 21.522, p < 0.001$

**Discussion**

This research studied the influence of workload and mentoring on Generation Z and Millennial employees' burnout in Petaling District. The findings revealed that workload has positive relationship with burnout while mentoring has negative relationship with burnout, which supported H1 and H2. However, H3 workload and mentoring significantly predict burnout was partially supported. The outcome of mentoring was dimmed when workload was measured concurrently. The weak connection could stem from mentoring being a relatively uncommon strategy for burnout prevention among most businesses in Malaysia. The respondents perceived mentoring as advocate for career instead of stress reduction, undermined the effectiveness of mentoring to mitigate burnout compared to workload.

Workload significantly predicted burnout. The research findings align with previous studies indicating that heavy workloads and excessive commitment lead to depletion of energy and burnout (Khalid et al., 2020; Soelton et al., 2020). 55% of respondents indicated that they undertook cognitively challenging tasks. The results show that employees enduring psychologically stressful load are more inclined to develop greater burnout and may ultimately resign from the positions. The finding corroborates the past study that heavier workloads in tandem with expectation for continued proficiency disrupts the equilibrium between one's private and professional life, probably ending in burnout and the desire to leave the job in the forthcoming year (Wu et al., 2021).

Workload has positive relationship with burnout is aligned with COR theory. Excessive consumption of the resources available may result in burnout. Personnel tasked with extensive responsibilities may encounter obstacles to job management, which result in fatigue and eventually, burnout, as corroborates by (Yun & Preudhikulpradab, 2023; Ziaei et al., 2015). The results indicated that 79% responded they exerted extensive effort to attain the desired level of performance, while 82% reported that they resolved work-related issues by deploying their own professional skills. These denote that a large proportion of respondents took on substantial workloads and worked with minimal supervision to achieve the intended outcome, thus depleting personal resources and triggering burnout.

Mentoring significantly predicted burnout. This research result is congruous with various research indicating that career-oriented mentoring and interpersonal assistance contribute to relieving mental fatigue and diminishing burnout (Kao et al., 2022; Perumalswami et al., 2020). Approximately 30% of respondents indicated that mentors failed to allocate time, strategize for goals in the profession, and offer necessary support. Furthermore, 34% of respondents lack mentoring in stress management applications. In line with the COR theory, the absence of structured mentoring within organizations compels employees to manage stress using presently available personal resources, leading to burnout.

Apart from the predictive connections, descriptive analysis revealed that 42% of respondents reported experiencing burnout during their jobs. Burnout was assessed through three aspects: emotional fatigue, depersonalization, and diminished personal accomplishment, with results showing 44%, 39%, and 40% correspondingly manifested these symptoms. The findings indicated that burnout was attributable to external circumstances rather than personal traits. Additionally, the age of respondents influenced the burnout level, with older respondents experienced lesser burnout than younger respondents. Furthermore, the findings highlighted the significance of job tenure influence burnout level. Employees with under two years of work background experienced higher levels of burnout than the overall study cohort. Fresh graduates are anticipated to rapidly assimilate knowledge and abilities, adapt to ongoing technology improvement, exert efforts to accomplish duties could potentially be susceptible to burnout. Dyrbye et al. (2020) argued that younger workers experienced a greater likelihood of burnout owing to the adaptation to professional roles, combined forming partnerships and building familial relationships, therefore concurs with the study's findings. The research concluded that employees in younger age and lesser work experience susceptible to higher risk of burnout, enhance the practical implication to real-world situations, particular in this rapidly changing technology environments.

## Conclusion

The study investigates burnout through the viewpoint of workload and mentoring, steered by COR theory. The findings revealed that workload significantly predict burnout while mentoring aid indirect role in mitigate burnout. The research offered tangible benefits for businesses across diverse sectors considering that Generation Millennials and Z constitute the largest proportion of the workforce in the modern age of technology. Burnout arises when there is a sustained loss of personal resources. Managers can incorporate the enhancement of workloads by modify duties and working hours into HR policy to prevent resource and energy dissipated. Interventions that incorporate fulfilling jobs and enhanced work resources amidst technology advancement will safeguard existing resources, elevate performance, and consequently eliminate burnout.

Furthermore, formal mentoring to be introduced across companies. The MIND-A-CARE initiative, launched by Petronas in 2022, trained employees to function as mental wellness rescuers. The approach reduced the company's mental health treatment costs by 13.5% in 2022 (Ragu, 2024). Nindra et al. (2024) asserted that mentors provide psychological support to mitigate burnout by sharing personal experiences, enabling mentees to obtain practical insights through anecdotes while simultaneously information and skills acquired from mentors. Pertaining to employees who suffered acute burnout, qualified mentors can function as a mental health rescue provider, offering encouragement, assistance, and counselling. The mentees will be under constant supervision for a minimum of six months to assess their behaviours and professional performance. Mentors can evaluate if mentees' burnout level have lessened and subsequently, offer essential counsel to mitigate burnout. Mentors can motivate mentees to participate in therapeutic initiatives or offer guidance on assertive interpersonal communication and soft competencies while imparting essential knowledge to enable mentees to succeed in their work and maintain mental well-being.

Through the viewpoint of technology management, these findings highlight that safeguarding the health of employees is an integral part of digital transformation, alongside with HR obligation. Organizations can preserve institutional knowledge through structured mentoring programs, thereby mitigating attrition risk, enabling technology evolution, and enhancing workplace productivity. To address challenge stated by Olumide (2024), human resource professionals constantly confronted with the issue of elevated staff turnover, especially in Millennials. Moreover, a survey undertaken by SEEK in 2024 found that limited support, inadequate training, excessive commitments, and high demands from managers are the main drivers of stress endured by workers in Malaysia (Bernama, 2024). Employees are the most critical investment that guarantees businesses success. Hence, the research finding offering strategies, spur insights that steer benefits to organization in mitigate burnout and retain employees to cope with evolving technology landscape. Organizations may leverage on the mentoring program, to assess the stress level of employees, later provide adequate job support and resources to help employees to thrive in career. Ultimately, increased productivity, costs are saved, and top talents are retained.

However, there are limitations in the research. The research applied a design that was cross-sectional and met limitations due to time constraints. Future research with longitudinal design may be conducted to investigate the multifaceted relationship between burnout and its related factors. The duration of the burnout recovery process may vary depending on an individual's situation. Longitudinal studies comprising multiple phases should include a minimum follow-up period of 12 months for the afflicted personnel to adequately assess the progression of work-related burnout (Mijakoski et al., 2022). Additionally, the insignificant of mentoring in the multiple regression result revealed that all resources are not similarly impactful. The findings enable future researcher by emphasizing other resource such as customized job responsibilities based on various skills and knowledge as tool to effectively mitigate burnout. Demerouti et al. (2021) suggested that future research should examine creation of job customization approaches for individuals experiencing elevated burnout levels, emphasizing the need to balance work demands, engage in energy management tools, and employ recuperation strategies.

Burnout acts as a catalyst for health awareness. Change is essential, and strategies must be executed for successful transformation (Parker et al., 2022). Modifying workload and implementing a well-structured mental health program, in combination with formal mentoring,

are vital for successfully shepherding those affected by burnout towards breakthrough. The organization may gain advantages from the implemented transformation. Mitigating burnout can enhance employee productivity, ultimately achieve workforce sustainability and organizational success within progressively technological and dynamic workplaces.

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