Work Motivation as Intermediary in Influencing Work Fatigue of Gen-Z Employees

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ABSTRACT

Generation Z or Gen-Z is a generation that was born and grew up in an era of continuously developing technology. Surveys show that more than fifty percent of the generation Z workforce experiences work burnout. This research wants to look again at whether it is true that workers in the Gen-Z age get tired more quickly than previous generations. The aim of this research is also to look at the factors that influence work fatigue for employees belonging to the Gen-Z age group, namely those born between 1995 and 2012. The determining factors for Gen-Z employee fatigue are determined by two factors, namely the work environment and working hours. Apart from that, there is an intermediary factor, namely work motivation, which influences work fatigue. The population of this study were employees of the Central Java Regional Financial Agency with a sample of 111 Gen-Z employees. The analysis method uses convergent tests, reliability tests, hypothesis testing with the SmartPls Version 3 analysis tool. The results of this study found that only the working hours variable determines work motivation and work fatigue in generation Z employees. Meanwhile, work environment variables have no influence on work motivation and work burnout in Gen-Z employees. The limitations of this research are the small number of employees and not separating female and male employees. Future research could use the gender variable as a control variable. Apart from that, the research object can be extended to employees who work in shifts or employees who have flexible working hours such as online drivers or supermarket workers who open shops 24 hours.

Keywords:
working hours; work motivation; work fatigue; Gen-Z

ABSTRAK

Generasi Z atau Gen-Z merupakan generasi yang lahir dan tumbuh di era teknologi yang terus berkembang. Survei menunjukkan bahwa lebih

dari lima puluh persen tenaga kerja generasi Z mengalami kelelahan kerja. Penelitian ini ingin melihat kembali apakah benar pekerja di usia Gen-Z lebih cepat lelah dibandingkan generasi sebelumnya. Tujuan dari penelitian ini juga untuk melihat faktor-faktor yang mempengaruhi kelelahan kerja pada karyawan yang termasuk dalam kelompok usia Gen-Z, yaitu mereka yang lahir antara tahun 1995 hingga 2012. Faktor penentu kelelahan karyawan Gen-Z ditentukan oleh dua faktor, yaitu yaitu lingkungan kerja dan jam kerja. Selain itu terdapat faktor perantara yaitu motivasi kerja yang mempengaruhi kelelahan kerja. Populasi penelitian ini adalah pegawai Badan Keuangan Daerah Jawa Tengah dengan sampel sebanyak 111 pegawai Gen-Z. Metode analisis menggunakan uji konvergen, uji reliabilitas, uji hipotesis dengan alat analisis SmartPls Versi 3. Hasil penelitian ini menemukan bahwa hanya variabel jam kerja yang menentukan motivasi kerja dan kelelahan kerja pada karyawan generasi Z. Sedangkan variabel lingkungan kerja tidak mempunyai pengaruh terhadap motivasi kerja dan kelelahan kerja pada karyawan Gen-Z Keterbatasan penelitian ini adalah jumlah pegawai yang sedikit dan tidak memisahkan pegawai perempuan dan laki-laki. Penelitian selanjutnya dapat menggunakan variabel gender sebagai variabel kontrol. Selain itu, objek penelitian dapat diperluas kepada pegawai yang bekerja secara shift atau pegawai yang mempunyai jam kerja fleksibel seperti driver online atau pekerja supermarket yang buka toko 24 jam.

**Kata Kunci :**
jam kerja; motivasi kerja; kelelahan kerja; Gen-Z

INTRODUCTION

Work fatigue is an unavoidable phenomenon in the work environment. Work fatigue is a decrease in physical and mental resources caused by excessive work to achieve certain unrealistic goals which results in decreased productivity (Komara, 2022). Work fatigue is characterized by a weakening of the body's condition, both physical and mental, in carrying out work, so that it can increase errors in carrying out work and can result in work accidents (Susanti & Amelia, 2019). Several factors that cause work fatigue include physical work that involves muscle activity, mental work that involves the brain, wrong work methods, and an uncomfortable work environment that can cause work fatigue (Wahyuni et.al, 2021).

The results of a recent survey conducted by The Mary Christie Institute on 1,000 college graduates from generation Z who were already working, revealed that as many as 53% experienced burnout. These findings create serious concern, considering that the impact of work burnout on employees can be very detrimental in terms of their productivity and well-being. Excessive fatigue can disrupt performance, creativity and personal work-life balance, and has the potential to increase the risk of mental and physical health problems. Therefore, it is important for companies to understand and address the issue of fatigue seriously, in order to maintain employee welfare and productivity. The generation Z workforce has entered the world of work which has been recorded

as reaching a proportion of 40% in various available industrial sectors (Pratama & Elista, 2020). As happened at the Central Java Regional Financial Agency, which employs quite a lot of employees from Generation Z, namely 67% of its employees are from Generation Z. Even though many employees belong to generation Z, there is still a decline in employee performance who never reach the employee performance targets desired by the company. Several factors that cause a decline in employee performance apart from work fatigue include motivation, working hours and work environment. The following is a description of the employee performance of Central Java Regional Financial Agency from January to December 2023 which can be seen in Figure 1 below :
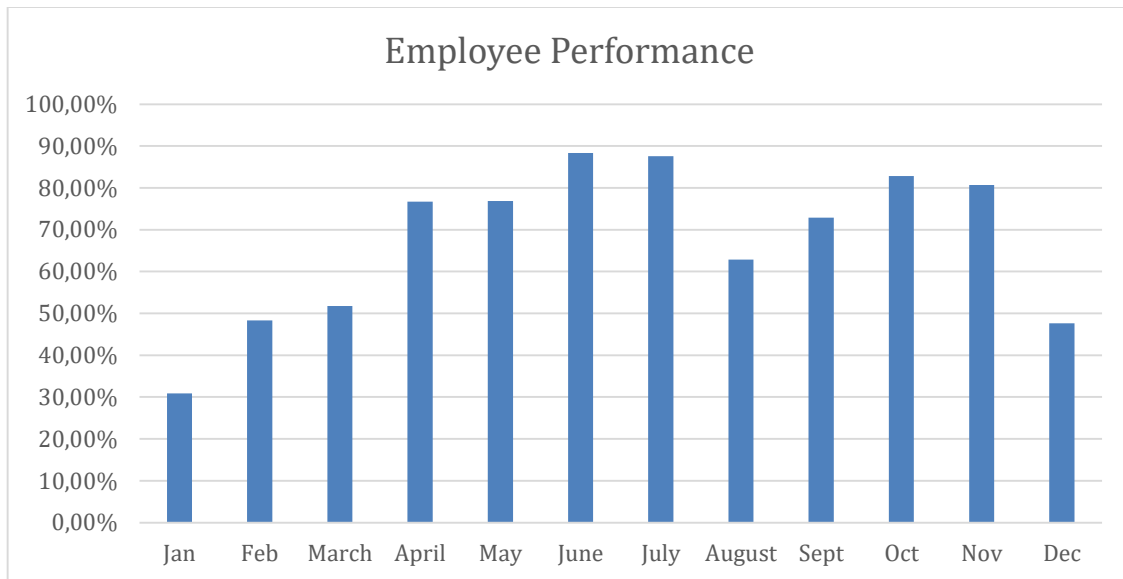
Figure 1. The Central Java Regional Financial Agency's employee performance in 2023

Figure 1 shows that the work performance of Central Java Regional Financial Agency employees during 2023 will experience a decrease and increase in employee performance. In August it was seen that employee performance decreased by 28.5% from July. Apart from that, a decline in employee performance also occurred in December amounting to 40.97% from November. This requires an in-depth evaluation to understand the causes of the decline in work performance that occurs in certain months, which could possibly come from employee fatigue.

Work motivation is a driving force that provides energy encouragement to work for employees so they are able to work together, and work effectively and have integrity with all efforts to achieve satisfaction (Adha et.al, 2019). Forms of motivation include providing the physiological needs of employees in the form of salary and facilities obtained, apart from providing a sense of security and appreciation, it can also provide work motivation for employees. (Heriyono et.al, 2021). Good work motivation makes employees work more enthusiastically and comfortably so that productivity will be high and will reduce the level of burnout among the employees themselves. Motivation can be interpreted as an action carried out internally by an employee so that the employee is moved to have the strength and enthusiasm to carry out all existing tasks. Motivation is defined as a form of desire carried out by a superior which makes an employee interested in doing something to achieve a goal (Siahaan & Bahri, 2019). Every company definitely wants maximum achievement for its company, but it does not rule out the possibility that the company's needs must be equated with the needs that must be met by its employees, such as work motivation.

Working hours are the time that has been determined to do work with prior planning, so that things can be done efficiently and on target (Prihatminingtyas, 2019). The company takes action to efficiency working hours by shifting. However, the shifting method can make workers uncomfortable due to differences in working hours, so employees have to adjust if they work on the last shift or at night. (Yuliana et.al, 2023). Working hours are the time period that has been determined to carry out work, whether carried out during the day or at night. Planning future jobs is an important step in improving time management to make it more effective and efficient (Neksen et.al, 2021).

The next factor that can influence work fatigue is the work environment. The work environment is the totality faced by workers in their environment, including the place where employees work, the methods used in their work, and their work design, whether working as individuals or as a group (Hustia, 2020). Indicators of the work environment are lighting, air temperature, air circulation, work space size, work space layout, work space privacy, cleanliness, noise, use of color, and equipment used in work (Hustia, 2020). The work environment is a facility that supports all forms of activities within the company (Bahri, 2019). The work environment is divided into two types, namely the physical work environment and the non-physical work environment. The physical work environment is all forms of physical parts that influence employee performance well, for example a work space equipped with chairs and tables, air freshener, adequate air circulation, air conditioning such as fans or air conditioning, kitchen room facilities and so on. Likewise with the non-physical work environment, because this environment relies heavily on comfort and good cooperation between employees, this is what will shape the non-physical work environment in accordance with employee expectations (Siahaan & Bahri, 2019).

In previous research, different results have been found. Research conducted by Diosma & Tualeka (2019) and research conducted by Indriani et.al (2021) found that motivation had a significant effect on work fatigue, but research conducted by Talahatu (2018) found that work motivation did not have a significant effect. significant impact on work fatigue. In the working hours variable, research conducted by Assa (2022) and research conducted by Indriani et.al (2021) work hours have a significant effect on work fatigue, while in research conducted by Susanti & Amelia (2019) working hours have no effect. significantly to work fatigue. In terms of work environment variables, research conducted by Dewi (2018) and research conducted by Agustin et.al (2021), the work environment has a significant effect on work fatigue, while research conducted by Susanti and Amelia (2019) shows that the work environment has no significant effect on work fatigue.

Based on the results of previous research, there are several different results in research that examines the influence of the work environment and working hours on work motivation as well as the influence of the work environment, working hours and work motivation on work fatigue. The difference between this research and other research is that it only examines employees belonging to the Generation Z category who were born between 1995 and 2010. Therefore, further research is needed to specifically determine work motivation, working hours and work environment on work fatigue. This research has three objectives, including looking at the influence of the work environment and work on work motivation. The second objective is to see the influence of the work environment, working hours and work motivation on work fatigue.

LITERATURE REVIEW

Generation Z
Generation Z is a demographic group born between 1995 and 2012. According to 2022 Central Statistics Agency data, Generation Z is the population that dominates Indonesia's population at 27.98%. Several studies state that generation Z has the You Only Live Once (YOLO) principle,

which means enjoying the moment/current life without burdening themselves with worries about the future. Currently, in the world of work, especially in Indonesia, there are four generations that dominate, namely the baby boomers generation with birth range in (1946 - 1960), generation X (1961 - 1980), generation Y or millennials (1981 - 1995), and also generation Z (1995 – 2012). (Asriandi & Putri, 2020). Generation Z, or what is often referred to as Gen Z, is a group of individuals born around 1995 to 2012 (Zis et.al, 2020). They are a generation that was born and grew up in an era of technology that continues to develop. Generation Z can be called the technology generation, from a very young age, they have been introduced to digital technology and have become familiar with sophisticated gadgets. This has a significant impact on personality development and the way they interact with the world around them. (Zis et.al, 2020). There are differences in the characters of the four generations based on the underlying events (Mulyanti, 2021). Table 1 describes a summary characteristics and background events for each generation.

Table 1. Comparison of Underlying Characters and Events between Generations

	Baby Boomers	Generation X	Generation Y	Generation Z
Period	1946-1960	1961-1980	1981-1995	1995-2010
Main event	Wartime cold and population explosion (Mulyanti, 2021).	Strengthening the issue of gender equality and the issue of disharmonious families (Mulyanti, 2021).	Rapid technological development (Mulyanti, 2021).	Technological change (Sakitri, 2021).
Special characteristics	Idealist, optimistic, selfish (Mulyanti, 2021).	Pessimistic, independent and adaptable (Mulyanti, 2021).	Confident, multitasking, and not tied down (Mulyanti, 2021).	Inclusive and interested in various communities, communicative, and realistic (Sakitri, 2021).
Characteristics in the world of work	High and loyal work ethic (Mulyanti, 2021).	Skilled in management, adaptable, collaborative and independent (Mulyanti, 2021).	Achievement oriented, likes superiors flexible, as well motivated on position and high income (Mulyanti, 2021).	Lacks self-confidence, is innovative, and has a high entrepreneurial spirit (Sakitri, 2021).

Source : Mulyanti, 2021; Sakitri, 2021

Work Fatigue (WF)
Work fatigue is an impact of excessive activity which results in decreased physical or mental performance (Kurniawan & Sirait, 2021). This condition is characterized by a decrease in performance, both physically and mentally. Activities that are too intense or continuous can cause a person to feel very tired, thus having a negative impact on their physical ability to carry out assigned tasks as well as on their mental well-being. Job burnout can be a serious problem in the workplace and requires serious attention in human resource management to maintain employee well-being and productivity. There are two types of work fatigue, namely physical fatigue and psychological fatigue. Physical fatigue is a state of exhaustion that arises due to physiological changes in the body, where the human body can be likened to a machine that produces fuel and produces useful results to carry out work. Psychological fatigue appears in the form of individual feelings and is reflected in inconsistent behavior and opinions, as well as changing emotional states even in the same situation. This relates to changes in individual morals due to various factors, such as lack of interest in work, unsuitable environmental conditions, binding moral

judgments, as well as psychological factors such as responsibility, worry, and conflict (Kahpi, 2020). There are two factors that cause employees to experience work fatigue, namely internal factors caused by a person's age and quality of sleep, while external factors caused by work period, work shifts, work stress and the physical work environment. Based on the study, the factor that has the most influence on work fatigue is internal factors, namely age at 33.3%, the rest is influenced by other factors and external factors, namely the physical work environment at 57.12% (Agustin et.al, 2021).

The Relationship Between Work Environment, Working Hours and Work Motivation on Work Fatigue
Work Environment (WE)
Work fatigue is an event that often occurs when someone is working, and can result in decreased productivity and increase the risk of work accidents. There are several factors that can cause work fatigue, one of which is the condition of the work environment. The work environment is an external factor that influences employee fatigue. (Kahpi, 2020). Every company has succeeded in creating a work environment that is in accordance with predetermined standards, a work environment that is pleasant, safe, comfort is always related and correlated to the level of employee performance and has a significant effect on work fatigue (Laisila, 2020). Work environment arrangements need to be planned in such a way as to create a positive bond between workers and their workplace. A work environment that is considered good is one that allows employees to work optimally, is a healthy environment, and provides a sense of security and comfort. On the other hand, an inadequate work environment can force workers to spend more time and energy, and this can hinder the achievement of an efficient and effective work system (Yulianto, 2020). It is important to pay attention to the work environment because it can have an impact on employees in carrying out their work, a good work environment will reduce employee fatigue levels (Assa, 2022). This statement is supported by research conducted by Dewi (2018) as well as research conducted by Ananda & Mustopa (2023) which found that the work environment has a significant effect on work fatigue, when the work environment is good, the level of work fatigue in employees will decrease. So the first hypothesis can be formulated as follows :
H1. The work environment (WE) has a significant influence on work fatigue (WF) of Gen Z employees

Working Hours (WH)
Working hours are the time period that has been determined to carry out work, whether carried out during the day or at night. Planning future jobs is an important step in improving time management to make it more effective and efficient (Neksen et.al, 2021). Without good planning, it is difficult to assess whether the efforts being carried out are in accordance with the goals to be achieved (Neksen et.al, 2021). The impact of excessive working hours is a decrease in physical work capacity due to the onset of fatigue and a decrease in concentration levels while working (Rosdiana, 2019). Excessive working hours can also have several positive and negative impacts. One of the positive impacts is getting more income or income, apart from that, you will get more value from your superiors. Meanwhile, the negative impact of excessive working hours is work fatigue which is physically and psychologically burdensome because working overtime too often can cause energy exhaustion (Wahyuni & Dirdjo, 2020). This is the same as research conducted by Yusuf & Rifai (2019) and research conducted by Darmayanti et.al (2021) which found that working hours have a significant effect on work fatigue. So the second hypothesis can be formulated as follows :
H2. The working hours (WH) has a significant influence on work fatigue (WF) of Gen Z employees

Work Motivation (WM)
Work motivation is any form of assistance in the form of encouragement to employees to mobilize employees' work to achieve the company's goals optimally (Widya et al., 2022). Motivation is

positive behavior that has the potential to advance employee productivity and the potential that employees desire (Laisila, 2020). A desire and need that employees have to provide movement to carry out work so that their goals are successfully achieved (Siahan & Bahri, 2019). Motivation is energy aimed at completing an existing goal, in other words motivation is the cause of someone taking an action (Rahmadani, 2018). Employees who have high work motivation tend to experience lower levels of work fatigue. This is because high work motivation can be a source of positive energy that helps them stay enthusiastic and productive in their work. With a strong motivational drive, they often have the ability to overcome challenges and stress in their work more effectively, which in turn reduces the likelihood of them feeling severe work burnout (Diosma & Tualeka, 2019). This statement is in line with previous research which stated that work motivation and work fatigue have a fairly strong relationship and are in the opposite direction, which means that when work motivation is high, the lower the level of work fatigue felt by Dewi (2018). So the third hypothesis can be formulated as follows:

H3. The work motivation (WM) has a significant influence on work fatigue (WF) of Gen Z employees

The Relationship between Work Environment (WE) and Working Hours (WH) on Work Motivation (WM)

The work environment is a condition that influences every employee's activity and performance behavior to create a living environment, both physical, social and psychological. Every company has succeeded in creating a work environment that meets predetermined standards, a work environment that is pleasant, safe, and comfortable is always related to and correlated with employee work motivation (Azmi & Serang, 2019). The better the conditions of the employee's working environment, the higher the employee's motivation will be to work optimally (Sabilalo et.al, 2020). The work environment has an influence on employee work motivation to complete the assigned tasks. A good environment will increase motivation at work, and vice versa if the work environment is less calm, it will increase the level of work errors because work motivation decreases (Amalia, 2021). This is supported by research results from Anshari et al., (2019) that the physical and non-physical work environment has a positive and significant effect on work motivation. Apart from that, Laisila, (2020) also stated the same thing that the work environment has a significant effect on work motivation. So the fourth hypothesis can be formulated as follows:

H4. The work environment (WE) has a significant influence on work motivation (WM) of Gen Z employees

Implementing working hours can make it easier for employees to adjust the demands of personal and work life to professional life. Employees who have the ease of adjusting working hours tend to have good motivation at work so that their performance will also be good (Bramanto & Saputra, 2022). Working hours are the time to do work that can be done both day and night. Working hours are also something that is closely related between employees and the company and their work. The length of time employees work is usually agreed upon and written in the work contract, but apart from that, companies often demand that their employees work longer than normal working hours and the agreed working hours. Working hours that have been agreed between employees and the company can increase employee work motivation because they are clear and agreed upon (Putri & Edalmen, 2023). Research results from Amalia & Saputra (2020) show that working hours influence work motivation positively and significantly. This is also supported by the research results of Bramanto & Saputra (2022) that working hours have a significant influence on work motivation. So the fifth hypothesis can be formulated as follows:

H5. The working hours (WH) has a significant influence on work motivation (WM) of Gen Z employees

From the description above, the sixth and seventh hypotheses can be formulated, including:

H6. Work motivation (WM) can mediate the relationship between the work environment (WE) and work fatigue (WF) of Gen Z employees

H7. Work motivation (WM) can mediate the relationship between working hours (WH) and work fatigue (WF) among Gen Z employees.

The following is an empirical framework of research that can be seen in Figure 2 below :
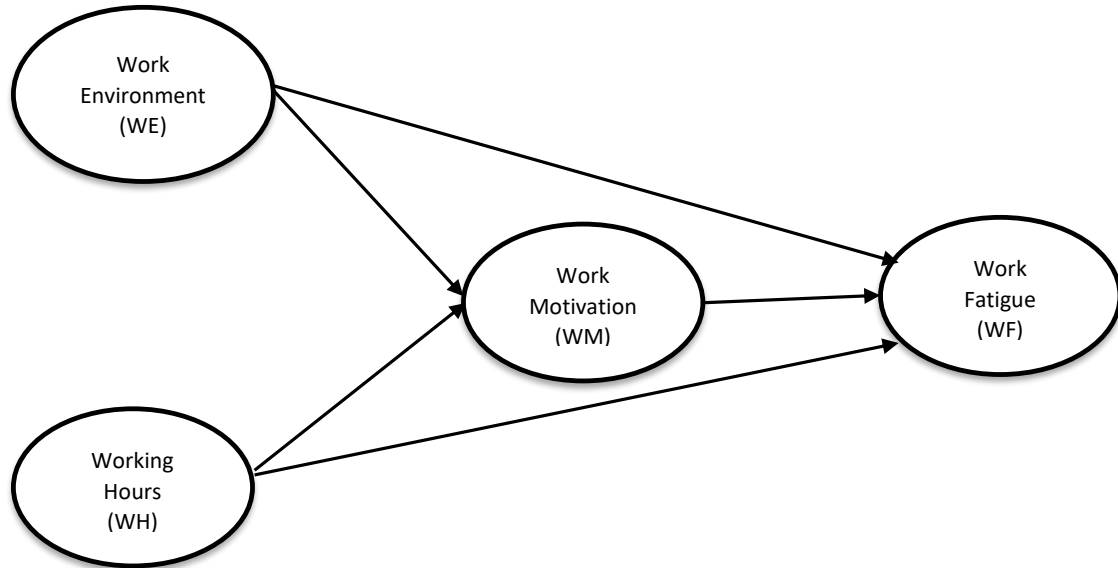
Figure 2. Empirical Framework of Research

METHODS

There are three types of variables used in this research. The first variable is the independent variable which consists of the work environment variable and the working hours variable. Work environment variables are measured from three indicators, namely room temperature, work space arrangement, the room is always clean and tidy (Yudistira, 2021). Meanwhile, the working hours variable is measured from five indicators, namely work entry hours, rest hours, work return hours, flexible work hours and overtime hours (Fanda & Slamet, 2019). The second variable is the intervening variable, namely the work motivation variable. The work motivation variable is measured by four indicators, namely physiological needs, security needs, social needs and actualization needs (Hustia, 2020). The third variable is the work fatigue variable as the dependent variable. The work fatigue variable is measured from four indicators, namely decreased concentration levels, slowed and inhibited understanding, decreased achievement and mental and physical activities that become inefficient (Delima, 2018).

This research is quantitative research and the data contained in it is primary data obtained from distributing questionnaires. The population of this research is employees of the Central Java Regional Financial Agency. Meanwhile, the sample used was generation Z employees, totaling 111 employees. The sample collection method used purposive sampling with two criteria, namely permanent employees and those born between 1995 and 2010 (Gen-Z). Research data analysis used SEM (Structural Equation Modeling) with the help of SmartPLS software version 3. This research uses a Likert scale measurement interval of 1 to 5 where each point has its own statement. The test measurement model is a validity test with outer loading and AVE (Average Variance Extracted) as well as a significance test with t-statistic and Composite Reliability measurements.

RESULTS AND DISCUSSION

Descriptive Analysis

The respondents for this research were 111 generation Z employees at the Central Java Regional Financial Agency. Generation Z employees are those born between 1995 – 2004 which are of

productive working age. The data reflects the characteristics of 111 respondents. The majority of respondents were men, reaching 70 people or around 63% of the total 111 generation Z employees. Meanwhile, there were 41 women or around 37%. The age range of respondents ranged from 20 - 25 with 38 employees and most were 26-29 years old with 73 employees or 66%. Meanwhile, years of work between 3 – 10 years is more dominant than 3 years of work. The following is a description of the 111 respondents based on gender and length of service which can be seen in Table 2 below :

Table 2. Respondent Data Based on Gender, Age and Years of Work

Respondent Characteristics	Frequency	Percentage
Gender :		
Male	70	63%
Female	41	37%
Age :		
20-25	38	34%
26-29	73	66%
Years of Work		
< 3 years	48	43%
3-10 years	63	57%

Source : Processed Primary Data, 2024

Convergent Test

Convergence testing involves two key factors that need to be considered. One of these factors is outer loading value. Outer loading indicates the extent of each indicator or question used in the measurement instrument can measure the construct variable being tested (Duryadi, 2021). The results of outer loading through a convergence test to see whether all indicators of the variables are valid are used in this research. The condition for a valid value is more than 0.70. The following are the outer loading results from 111 respondents which can be seen in Figure 3 below :
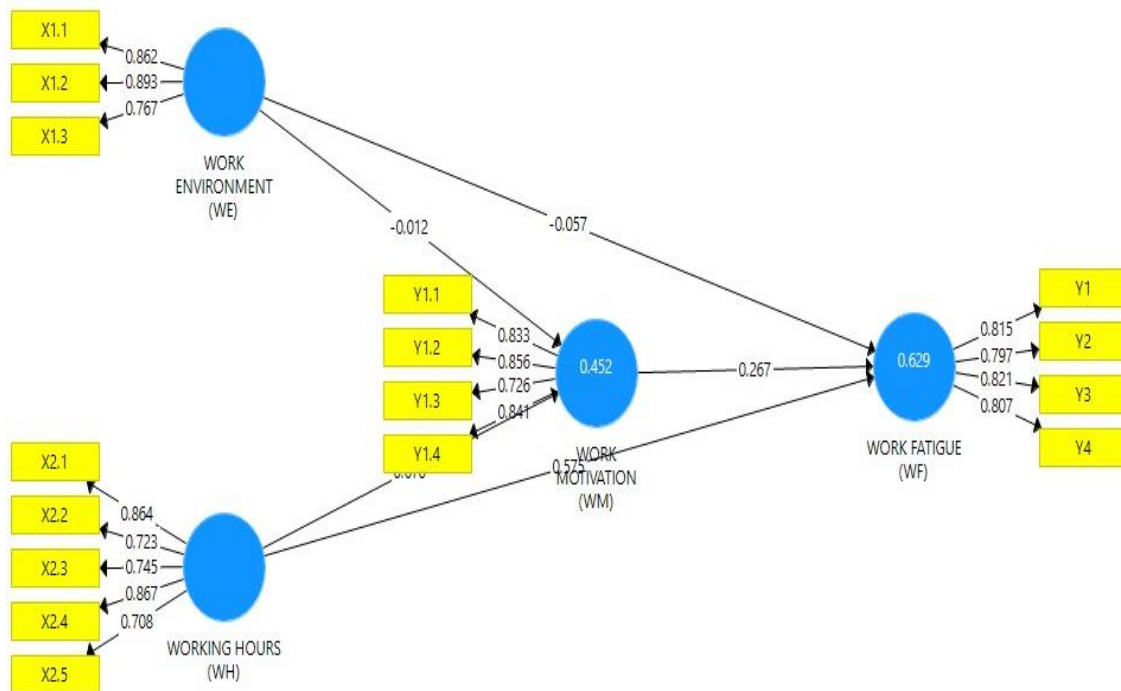
Figure 3. Loading Factor Outer Model

Table 3. Convergent Valdity Loading Factor

Variables	Indicator	Outer Loading
Work Environment	(X1.1) Room temperature	0.862
	(X1.2) Work space arrangement	0.893
	(X1.3) Clean and tidy of room	0.767
Working Hours	(X2.1) Work entry hours	0.864
	(X2.2) Rest hours	0.723
	(X2.3) Work return hours	0.745
	(X2.4) Flexible work hours	0.867
	(X2.5) Overtime hours	0.708
Work Motivation	(Y1.1) Physiological needs	0.833
	(Y1.2) Security needs	0.856
	(Y1.3) Social needs	0.726
	(Y1.4) Actualization needs	0.841
Work Fatigue	(Y1) Decreased concentration levels	0.815
	(Y2) Slowed and inhibited understanding	0.797
	(Y3) Decreased achievement	0.821
	(Y4) Physical activities that become inefficient	0.807

Source : SmartPLS Version 3 Results, 2024

From the results of Table 3 shows all the variables in this research can be said to be valid. This is because the loading factor value of each indicator is greater than 0.7, but several theories state that a loading factor of more than 0.6 can also be said to be adequate or good (Oscarius et.al, 2021; Ghozali, 2021). Next, the average variance extracted (AVE) test was carried out to further strengthen the results of convergent validity with the criteria if the AVE value was > 0.5 (Duryadi, 2021). The results of AVE can be seen in Table 3 below:

Table 4. Average Variance Extraced (AVE)

Variable	*Average Variance Extraced* (AVE)
Work Environment (WE)	0,710
Working Hours (WH)	0,616
Work Motivation (WM)	0,665
Work Fatigue (WF)	0,656

Source : SmartPLS Version 3 Results, 2024

Based on the average variance extracted (AVE) test in Table 4, all variables are valid because they have a value greater than 0.5.

Reliability Test
Composite reliability is used to measure the reliability of an indicator through reliability testing. The expected standard for composite reliability values is a minimum of 0.7. The following are the results of the reliability test which can be seen in Table 4 below :

Table 5. Composite Reliability

Variable	*Composite Reliability*
Work Environment (WE)	0,879
Working Hours (WH)	0,888
Work Motivation (WM)	0,888
Work Fatigue (WF)	0,884

Source : SmartPLS Version 3 Results, 2024

Table 5 shows that the composite reliability results exceed the value of 0.7. This means that all variables in this study have good reliability and effectively reflect the concept or theory underlying the construct.

Analysis of Variance R square
This variance R square test is to find out how much influence the work environment (WE), working hours (WH) and working motivation (WM) variables have on work fatigue (WF).

Table 6. R-Square and R-Square Adjusted

	R-Square	R-Square Adjusted
Work Motivation (WM)	0,452	0,442
Work Fatigue (WF)	0,629	0,618

Source : SmartPLS Version 3 Results, 2024

Table 6 explains that the work environment (WE) and working hours (WH) variables influence the work motivation variable by 0.452 or 45.2%. Meanwhile, the work environment (WE), working hours (WH) and work motivation (WM) variables together influence the work fatigue (WF) variable by 0.629 or 62.9%.

Hypothesis Test
This test uses the boostrapping method with the decision to accept or reject the hypothesis based on the significance value (P-Value) and T statistics.

Table 7. Significant T-statistic and P-value Tests

Effects	Original Sample	T-statistic	P-Value	Recommendation
Work Environment (WE) → Work Fatigue (WF)	-0,057	0,846	0,398	Rejected
Work Hours (WF) → Work Fatigue (WF)	0,575	7,178	0,000	Accepted
Work Motivation (WM) → Work Fatigue (WF)	0,267	3,324	0,001	Accepted
Work Environment (WE) → Work Motivation (WM)	-0,012	0,149	0,882	Rejected
Working Hours (WH) → Work Motivation (WM)	0,670	7,264	0,000	Accepted

Source : SmartPLS Version 3 Results, 2024

Table 7 explains that the effect of work environment (WE) on work fatigue (WF) is not significant because the p-value is more than 0.05, namely 0.398, so the hypothesis is rejected. The second hypothesis test shows that it is accepted with a p-value of less than 0.05, namely 0.000. This means that working hours (WH) have a positive and significant effect on work fatigue (WF). Next, testing the third hypothesis found that work motivation (WM) has a positive and significant influence on work fatigue (WF) with a p-value of 0.001. The fourth hypothesis was rejected with a p-value of 0.882 or more than 0.05, so that the work environment (WE) has no influence on work motivation (WM). The fifth hypothesis can be accepted because working hours (WH) can influence work motivation (WM) significantly positively with a p-value of 0.000. The mediation hypothesis, namely the sixth hypothesis, is rejected, because work motivation (WM) cannot mediate the relationship between work environment (WE) and work fatigue (WF). Meanwhile, the seventh or final hypothesis can be accepted because work motivation (WM) plays a role in mediating the relationship between working hours (WH) and work fatigue (WF).

CONCLUSION

There are two independent variables in this research, namely the work environment (WE) and working hours (WH) variables. However, only one independent variable, namely working hours (WH), can influence the work motivation (WM) and work fatigue (WF) variables in a significantly positive way. These results are in line with research by Amalia & Saputra (2020) that working hours have a significant positive effect on work motivation. This is the same as research conducted by Yusuf & Rifai (2019) and research conducted by Darmayanti et.al (2021) which states that working hours also have a positive and significant effect on work fatigue. Meanwhile, the other independent variable is work environment (WE), which has no influence on work motivation (WM) or work fatigue (WF). So the final conclusion that can be drawn from this research is that work motivation (WM) can only mediate the relationship between working hours (WH) and work fatigue (WF). Work motivation (WM) cannot be a mediator of the relationship between work environment (WE) and work fatigue (WF). The limitations of this research are the small number of employees and not separating female and male employees.

From the results of this research, looking at the smallest results in each indicator, what must be improved is the overtime hours indicator in the working hours variable. Determination of overtime hours must be determined fairly and on target, so there needs to be prior communication with employees before determining overtime hours. This two-way communication will create a sense of fairness and voluntary acceptance of overtime hours by Gen-Z employees. Future research agendas could discuss other intervening variables such as job satisfaction, organizational culture or organizational commitment to influence job burnout. Future research could use the gender variable as a control variable. Apart from that, the research object can be extended to employees who work in shifts or employees who have flexible working hours such as online drivers or supermarket workers who open shops 24 hours.

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