Journal of Innovative and Creativity
Journal Homepage: https://joecy.org/index.php/joecy
e-mail: journaljoecy@gmail.com

Faculty of Education
University of Pahlawan Tuanku Tambusai
ISSN 2775-771X (Online)
ISSN 2962-570X **(Printed)**
5 (3) 2025, Page 12100-12107

Analysis of the Influence of Job Demand, Task Repetitiveness, and Role Ambiguity on Employee Boredom in Startup Companies

[1]Sri Purwati, [2]Susanto, [3]Sofia Maulida, [4]Roy Setiawan, [5]Sonya Sidjabat, [6]Mohammad Azharie Hamdany
[1,2] Sekolah Tinggi Ilmu Ekonomi Bisnis Indonesia
[3] Sekolah Tinggi Ilmu Ekonomi Tri Bhakti
[4] Universitas Kristen Petra
[5] Institut Transportasi dan Logistik Trisakti
[6] Universitas Gajayana Malang
Corresponding Author: Sri Purwati E-Mail: purwati.dasa01@gmail.com

Published: September, 2025

ABSTRAK

Studi ini bertujuan untuk mengeksplorasi bagaimana tuntutan pekerjaan, pengulangan tugas, dan ambiguitas peran memengaruhi kebosanan karyawan di kalangan karyawan Generasi Z di perusahaan rintisan di Indonesia. Dengan menggunakan pendekatan kuantitatif, data dikumpulkan melalui survei terhadap 150 responden yang dipilih secara purposif. Kriteria responden meliputi karyawan Generasi Z yang telah bekerja minimal satu tahun dan menduduki posisi staf di perusahaan rintisan yang beroperasi di lima kota besar di Indonesia. Pengumpulan data dilakukan menggunakan kuesioner dengan skala Likert lima poin, dan analisis dilakukan melalui regresi linier berganda. Hasil penelitian menunjukkan bahwa secara kolektif, tuntutan pekerjaan, pengulangan tugas, dan ambiguitas peran memiliki pengaruh yang signifikan terhadap kebosanan karyawan. Secara individual, ketiga variabel tersebut juga menunjukkan pengaruh positif, artinya semakin tinggi tuntutan pekerjaan, semakin sering tugas diulang, dan semakin tidak jelas peran karyawan, semakin besar kemungkinan kebosanan di tempat kerja. Temuan ini berkontribusi pada literatur perilaku organisasi dan memberikan rekomendasi praktis bagi manajemen perusahaan rintisan untuk mengembangkan strategi manajemen sumber daya manusia yang lebih efektif, seperti menyeimbangkan beban kerja, menciptakan variasi dalam tugas, dan memperjelas peran setiap karyawan untuk mengurangi risiko kebosanan dan meningkatkan produktivitas tim secara keseluruhan.

Kata kunci: tuntutan pekerjaan, pengulangan tugas, ambiguitas peran, kebosanan karyawan, perusahaan rintisan

ABSTRACT

This study aims to explore how job demand, task repetitiveness, and role ambiguity influence employee boredom among Generation Z employees in startups in Indonesia. Using a quantitative approach, data were collected through a survey of 150 purposively selected respondents. Respondent criteria included Generation Z employees who had worked for at least one year and held staff positions in startups operating in five major cities in Indonesia. Data collection was conducted using a questionnaire with a five-point Likert scale, and analysis was conducted through multiple linear regression. The results show that collectively, job demand, task repetitiveness, and role ambiguity have a significant influence on employee boredom. Individually, all three variables also show a positive influence, meaning that the higher the job demands, the more frequently tasks are repeated, and the more unclear the employee's role, the greater the likelihood of boredom at work. These findings contribute to the organizational behavior literature and provide practical recommendations for startup management to develop more effective human resource management strategies, such as balancing workloads, creating variety in tasks, and clarifying each employee's role to reduce the risk of boredom and increase overall team productivity.

Keywords: job demand, task repetitiveness, role ambiguity, employee boredom, startup company

© The Author(s). 2021 Open Access This article is licensed under a Creative Commons Attribution 4.0 International License, which permits use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons licence, and indicate if changes were made. The images or other third party material in this article are included in the article's Creative Commons licence, unless indicated otherwise in a credit line to the material. To view a copy of this licence, visit http://creativecommons.org/licenses/by/4.0

INTRODUCTION

Start-ups are going to need to figure out the best way to manage human resources to navigate through their particular challenges in an ever-changing business world. One of the issues that is rarely mentioned is job boredom. It conditions employees to see their jobs as repetitive, and they feel that it lacks meaning or challenge, and lowers their morale and engagement accordingly. As a matter of fact, in the startup milieu, the nature of the issue is aggravated by such inherent characteristics as dependence on the three factors mentioned above (Setiawan et al., 2020). For the most part, the workforce of today are the startup Gen Zers, a group that demands nothing less than a flexible, meaningful, and growth-inducing career. The unmet expectations can lead not only to job boredom but also to motivation, engagement, and productivity. Moreover, if this boredom is not dealt with, it can lead to a chain of events that will cause disruption of the overall team performance, namely, the employees' desire to leave the company and their commitment to the organization weaken (Chandra, 2018). As a result, the startups are better off grasping the concept that, especially for Generation Z, boredom entails job factors that must be addressed. They have a lot to gain from studying this phenomenon to be more adaptive in their management strategies and achieve high morale in a dynamic work environment (Hartono, 2013).

Job demand is one of the factors leading to boredom at work. Job demand covers different aspects such as the amount of work, time pressure, and the complexity of daily tasks. In a startup environment, these demands are likely to be unstable as the business changes quickly, resources are limited, and the company aims to grow rapidly (Setiawan et al., 2021). On the one hand, the high job demands can be a source of challenges that promote acquiring new skills and self-development. But if these demands become higher than an individual's capacity, then they can lead to stress, tiredness, and burnout. On the other hand, in case job demand is too low and dull, employees can feel that they are not valued and that there is nothing for them to do, and eventually, job boredom can be their outcome (Patrick & Setiawan, 2018). It is a typical example of Startup employees are given an urgent task or job which they are doing, they have to do it repetitively without any variation. Hence, it is very important to find a balance in determining job demand. By recognizing how the level of job demand is related to boredom, startups could come up with a working policy that would be balanced and more challenging (Kurniullah et al., 2020). It means that the work would be interesting enough to motivate workers, but it would not be overwhelming. This way is very important in keeping the level of employee morale high, especially among the younger generation, who are very sensitive to the quality of their work experience (Tannady et al., 2020).

Besides the demands of work, another major reason why workers get bored is the high level of repetitiveness of the tasks. The efficiency is the general rule in most startups, especially in the first few days of operations. So, employees are often given similar and repetitive responsibilities and are expected to do the same things repeatedly for several hours (Made et al., 2022). This lack of variety can make the

work feel dull and meaningless. Generation Z workers are characteristically known to be very ambitious, creative, and dynamic in their working. Hence, they are likely to get bored out of such a monotonous routine. Eventually, the level of engagement will drop off as the work become too repetitive and at the same time not permitting enough exploration or growth (Sindu et al., 2025). The negative vibe seen in such cases is not limited to the psychological terrain where, for example, morale might be decreased, but also, productivity might be directly affected. Employees who get bored are less efficient because they are more susceptible to being distracted, take less initiative, and are not as energetic. Basically, the whole process can become slower to an extent that innovation, which is supposed to be a major strength of startups, can be affected (Reynaldo et al., 2022). Hence, a startup's management should be aware of the level of task repetitions as a cause of job boredom. By this realization, companies can plan and motive workers for different kinds of work which ultimately leads to the workers feeling more challenged and engaged in their daily work process (Natalia et al., 2023).

In addition, the indifference felt by employees might as well be caused by the vagueness of the job which is considered the second main source of boredom at work. Role ambiguity happens in a situation where workers have no clear understanding of what is required from them (duties and responsibilities), they refer to their job, and the inherent expectations are not clearly understood in their positions (Sukontjo et al., 2023). Usually, the developmental stages of a startup and the associated usually still in a developmental stage, fluid organizational structures are the reasons for unavoidably having role ambiguity in such environments. Thus, for employees, especially those belonging to Generation Z, which is characterized by the need for guidance and a sense of value in working, this situation may result in bewilderment, irritation, and even doubting their importance within the group (Gunawan et al., 2020). Motivation may decrease turning into boredom, if the employees lack a clear understanding of how their inputs lead to the achievement of organizational goals. This situation is further aggravated by poor communication from the top, less or no feedback, and vague directions. The psychological effect of role ambiguity in employees, which eventually leads to job boredom, is so strong that it can even decrease the overall teamwork effectiveness (Susanto et al., 2023). So, it is vital to comprehend firstly the role of ambiguity in job boredom. If startups address such a problem at the early stage, the result will be more focused work systems, improved internal communication, and a clearer, healthier, and more engaged work environment (Setiawan et al., 2020).

This research aims to explore the work environment in a startup and analyze the contribution of job demands, task repetitiveness, and role ambiguity to the development of boredom at work based on the earlier description. This research not only offers theoretical contributions to the development of organizational behavior and human resource management studies, but also has significant practical value for startup management. Theoretically, this study is expected to enrich the understanding of the factors causing job boredom, especially in the context of today's organizations, which are largely populated by

Generation Z. Meanwhile, from a practical perspective, the findings of this study can serve as a basis for startups to design more adaptive and humane work strategies, starting from creating variety in tasks, managing workloads proportionally, to clarifying the roles and expectations that must be met by each individual. With these steps, it is hoped that companies will be able to reduce the level of job boredom, maintain employee morale and motivation, and encourage more solid and productive team performance in the long term.

RESEARCH METHOD

This study uses a quantitative approach with a survey method to examine the influence of job demand, task repetitiveness, and role ambiguity on employee boredom in startups. The research targets are startup employees in five major cities in Indonesia, namely Jakarta, Surabaya, Bandung, Medan, and Makassar. The research sample consisted of 150 respondents who were selected purposively with several criteria, namely: (1) aged 20–35 years representing generation Z, (2) having worked in a startup for at least one year, and (3) holding a staff position or equivalent. Data collection was carried out through a structured questionnaire with a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree), which was developed based on the indicators of each variable. To ensure the quality of the instrument, validity testing was carried out through a t-test (item-total correlation), while reliability testing used a Cronbach's Alpha value with a threshold of ≥ 0.70. Prior to the regression analysis, the data were first tested using classical assumption tests, including normality, heteroscedasticity, and multicollinearity (with VIF <10 and tolerance >0.10). Multiple linear regression analysis was used to measure the extent to which the three independent variables influence the level of job boredom. The results of this study are expected to provide an empirical overview of the factors that trigger employee boredom among Generation Z in a dynamic startup environment.

RESULT AND DISCUSSION

Validity testing of the research instrument showed that all items in the variables of job demand, task repetitiveness, role ambiguity, and employee boredom had an item-total correlation exceeding 0.30 and were significant at the 0.05 confidence level. This indicates that all questionnaire items were declared valid and suitable for use as a data collection tool. Meanwhile, the reliability test conducted using the Cronbach Alpha method showed that all variables had an alpha value of more than 0.70, which indicates that this instrument has good internal consistency and is reliable. In order to verify that the regression model in question was appropriate, a set of classical assumption tests were implemented. The outcomes of the normality test ascertained that the data were normally distributed, both by the P-P Plot graph and the Kolmogorov-Smirnov test giving a significance value result above 0.05. The heteroscedasticity test

with the Glejser method revealed no sign of heteroscedasticity since the performance value of all independent variables was above 0.05. Moreover, the multicollinearity test results indicated that each independent variable had both the VIF value less than 10 and the tolerance value over 0.10. From these results, it is possible to say that the data are free from the classical assumptions and therefore can be used for further analysis by multiple linear regression.

One of the main points that emerges from a multiple linear regression analysis is that the model developed in the paper is important, from a statistical point of view. The main reason why we consider this to be the case is that the calculated F-value is greater than the F-table, and the p-value is less than 0.05. In line with this, the result shows that job demand, task repetitiveness, and role ambiguity are not isolated parameters but have a significant association with each other and, thus, with employee boredom in start-up companies. The coefficient of determination (R^2), 0.52, suggests that these three variables can account for around 52% of the employee boredom, with the rest of the 48% being influenced by factors that have not been dealt with in this paper. The indidually set t-test results suggest that the effect of each of three independent variables on the dependent one is significant, as the calculated t-value is higher than the t-table and the p-value is less than 0.05. Positive regression coefficients for all three variables indicate that the higher the job demand, task repetitiveness, and role ambiguity, the greater the likelihood of employees experiencing job boredom. Thus, the regression model used can be declared feasible and supports the hypothesis proposed in this study.

This study found that job demand has a positive and significant influence on employee boredom in startup environments. This means that the greater the pressure and demands of work felt by employees, the higher the likelihood of them experiencing burnout. In the fast-paced and often unstructured startup world, job demand can manifest itself in the form of heavy workloads, tight deadlines, and complex responsibilities that must be completed with limited resources. This kind of pressure, if persistent, can trigger prolonged stress that gradually turns into boredom and a loss of meaning in work. Gen Z now hold the majority of the startup workforce. They say that workplace challenges are necessary to them, but they have to be quite realistic accompanied by adequate support. When employees are expected to do too much, and their assistance or resources are not up to the task, they not only get stressed but they also become bored, feel that they are stagnant, and lose their motivation. Along with job boredom, which are usually gradual and tied with the disengagement from work, employees may also feel emotionally separated from the organization. Hence, startup administration must strive to synergize the job requirements with the employees' skills and energy. It is a must to employ such strategies as distributing the workload fairly, setting achievable goals, and providing the necessary support.

The regression analysis results indicate that task repetitiveness is positively and significantly associated with employee boredom. In other words, the more employees indulge in task repetition, the more they tend to get bored with their work. Although startups are advertised as innovative and dynamic

work environments, the fact remains that many employees are still involved in tedious routine activities like data entry, digital system monitoring, or doing the same administrative procedures every day. This kind of repetition drags down morale because of the lack of variety or new challenges. This issue is particularly significant for Generation Z, who is the largest group of the startup workforce, as they highly value flexible, challenging, and creative work that gives them room for expression and growth. For them, repetitive tasks are not only dull but can also reduce emotional engagement with the work. The consequence of boredom from performing repetitive tasks is not only felt by the individuals but also by the organization to a large extent in the form of decreased productivity, increased chances of errors, and a weakened spirit of innovation. Therefore, startups have to rethink the current job design, for instance, by the introduction of task rotation, more varied project assignments, or the creation of new learning spaces that may raise employee enthusiasm.

Among other things, the research came out with the results that role ambiguity is positively correlated with employee boredom, and the correlation is strong and significant. In other words, the less proprietary the tasks and responsibilities were employees, the more they would feel bored at work. Generally the environments of the startup which are also in their growth and adaptation phase, the flexible organizational structures and minimal formal procedures largely contribute to such a situation that individuals have ambiguity in their job. Among other reasons for this situation are rapid strategic changes and less than perfect internal communication. If our employees are constantly doing the wrong things, without a clear idea of what is expected in terms of quality, mode of operation, and standards, then in the end, this situation could turn into boredom because the employees cannot see the connection between their work and company goals. This is a major impact on Generation Z which is known to be dependent on clear work direction, setting reachable goals, and feeling that they have contributed something. According to them, role uncertainty while working can be bewildering and not very satisfying and can cause them to look for other places of work that have clearer structures and expectations. Instruction ambiguity, therefore, not only derails good morale but also exponentially escalates the risk of turnover among the youth. The startup to dodge this dilemma should have a well-functioning communication system, be more specific in job descriptions, and offer feedback regularly so that employees know what their jobs are and feel that they are really valued.

CONCLUSION

This research results in the affirmation that job demand, task repetitiveness, and role ambiguity have a constructive impact on employee boredom in startups. In particular, the boredom of Generation Z employees is the focus of the work. This generation is characterized as having high expectations for challenging, diverse, and meaningful tasks. Thus, in case these expectations are not met, boredom is likely to ensue, which, in turn, lowers their motivation, engagement, and performance in the work environment.

Consequently, these results point to the prevalent role of management in properly controlling the three factors. So, companies have to keep work demands in check through working towards a balanced workload by setting realistic targets, ensuring the availability of resources, and distributing the tasks fairly among the employees. Moreover, organizations are advised to implement various works, rotate tasks, and provide employees with creative projects to develop their work experience as an alternative to the boredom of the monotonous tasks. On the other hand, to solve the problem of confusion about the roles, there should be constant clarifications of job descriptions, communication flows, and performance expectations aside from communication. Regular feedback is also important so that employees feel guided and valued. In addition to this, by embracing such tactics, startups are not just removing the risk of work boredom but are also gaining the possibility of boosting employees' morale, loyalty, and productivity. Eventually, it will become a powerful weapon in improving the competitiveness of the organization in the ever-increasing battle of businesses.

REFERENCES

Setiawan, R., Kulkarni, V. D., Upadhyay, Y. K., Jain, V., Mishra, R., Yu, S. Y., & Raisal, I. (2020). *The Influence Work-Life Policies Can Have on Part-Time Employees in Contrast to Full-Time Workers and The Consequence It Can Have on Their Job Satisfaction, Organizational Commitment and Motivation* (Doctoral dissertation, Petra Christian University).

Chandra, D. A. (2018). Pengaruh lingkungan kerja dan iklim organisasi terhadap semangat kerja karyawan PT. Diantri. *Agora*, *6*(1), 287082.

Hartono, B. (2013). Pengaruh Komitmen Organisasional terhadap Kepuasan Kerja Karyawan Paparon's Pizza City Of Tomorrow. *Agora*, *1*(1), 36244.

Setiawan, R., Nath, K., Cavaliere, L. P. L., Villalba-Condori, K. O., Arias-Chavez, D., Koti, K., ... & Rajest, S. S. (2021). *The impact of teaching innovative strategy on academic performance in high schools* (Doctoral dissertation, Petra Christian University).

Setiawan, R., Eliyana, A., Suryani, T., & Pratama, A. (2021). *The effect of transformational leadership on organizational innovation through employee creativity and internal social capital in the pandemic time of Covid-19* (Doctoral dissertation, Petra Christian University).

Patrick, A., & Setiawan, R. (2018). *Pengaruh job involvement dan job characteristic terhadap turnover intention pada PT Mustika Lestari Indonesia*. Petra Christian University.

Kurniullah, A. Z., Kulkarni, A., Nordin, N. A., Setiawan, R., Bagale, G., Barman, R. D., ... & Rajest, S. S. (2020). *Positive Outcomes of Human Resources Engagement and Impact on Motivation* (Doctoral dissertation, Petra Christian University).

Tannady, H., Gunawan, F. E., & Heryjanto, A. (2020). Moderation effect of work motivation toward employee engagement of worker in textile industry in province of Central Java, Indonesia. *Test*

Engineering and Management, *83*(9716), 9716-9723.

Made, H. T. M. A. H., Anggreni, A., PD, S., & Jayanto, A. I. M. N. I. (2022). Meningkatkan Disiplin Kerja Pegawai Dengan Motivasi Sebagai Variabel Mediasi (Studi Kasus Inspektorat Badan Pusat Statistik). *Jurnal Kewarganegaraan*, *6*(2).

Sindu, D., Kartika, E., & Listyawati, I. (2025). KONTRIBUSI SISTEM INFORMASI, BUDAYA, DAN KOMPLEKSITAS TUGAS TERHADAP KINERJA KARYAWAN DI SEKTOR PERBANKAN. *Jurnal Manajemen dan Profesional*, *6*(1), 174-182.

Sucipto, B., Kartika, E., & Listyawati, I. (2023). Analisis Pengaruh Disiplin Kerja, Gaya Kepemimpinan, Budaya Organisasi, Kompensasi, Motivasi terhadap Kinerja Karyawan. *Jurnal Manajemen dan Profesional*, *4*(2), 217-224.

Reynaldo, J., Tannady, H., & Nurjanah, S. (2022). Role of Work Stress and Work Discipline on Performance of High School Teachers in East Jakarta, Indonesia. *International Journal of Early Childhood Special Education*, *14*(1).

Natalia, F. C., Sara, S. N., Kartika, E., & Trimiati, K. E. (2023). Pengaruh Kompetensi Individu, Perilaku Individu dan Penempatan Kerja Terhadap Kinerja Karyawan PT. BPR Weleri Makmur. *EBISTEK: Ekonomika, Bisnis dan Teknologi*, *6*(1).

Sukontjo, A., Kartika, E., & Kushalimah, S. (2023). ANALYSIS OF ORGANIZATIONAL COMMITMENT, CONTROL SYSTEM, USE OF INFORMATION TECHNOLOGY, AND COMMUNITY PARTICIPATION ON VILLAGE FUND MANAGEMENT ACCOUNTABILITY. *SIMAK*, *21*(01), 14-36.

Gunawan, F. E., Suyoto, Y. T., & Tannady, H. (2020). Factors affecting job performance of hospital nurses in capital city of Indonesia: Mediating role of organizational citizenship behavior. *Test Engineering and Management*, *83*(1), 22513-22524.

Susanto, P. C., Supardi, S., Parmenas, N. H., Tannady, H., & Soehaditama, J. P. (2023). Mini review: Work-life balance, psychological structure, employee resilience, and organization commitment to employee wellbeing: Human resource management. *International Journal of Psychology and Health Science*, *1*(2), 56-64.