

THE EFFECT OF WORK-LIFE BALANCE AND WORK FATIGUE ON WITHDRAWAL BEHAVIOR IN WORK AMONG GEN Z IN JAKARTA WITH JOB SATISFACTION AS A MEDIATION VARIABLE

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Abstract

Changes in the dynamics of the workplace encourage the emergence of *quiet quitting behavior*, especially among Generation Z employees who are concerned about work-life balance and psychological well-being. This study aims to analyze the influence of *work-life balance* and *burnout* on job withdrawal behavior with job satisfaction as a mediating variable in Generation Z employees in Jakarta. The study used a quantitative approach with 120 respondents and was analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS). The results showed that *work-life balance* significantly influenced withdrawal behavior and job satisfaction, while *burnout* significantly influenced withdrawal behavior but not job satisfaction. Job satisfaction also significantly influenced withdrawal behavior and was able to mediate the influence of *work-life balance* on that behavior, but did not mediate the influence of *burnout*. These findings indicate the importance of improving work-life balance in strengthening the satisfaction and engagement of Generation Z employees and reducing the tendency of *quiet quitting*. Keywords: *work-life balance*, *burnout*, job satisfaction, *quiet quitting*, Generation Z.

Keyword: *Work-Life Balance, Work Fatigue, Withdrawal Behavior, Work Among Gen Z In Jakarta, Job Satisfaction*

BACKGROUND

Changing workplace dynamics have led to the emergence of the phenomenon of "*quiet quitting*," where employees continue to perform their formal duties but limit their contributions to the minimum requirements of the job. This phenomenon is gaining increasing attention because it can reduce work engagement and impact organizational effectiveness (Gray, 2025). Generation Z, as the new workforce, has different characteristics compared to previous generations. This generation tends to pay more attention to the balance between work and personal life, and is more sensitive to work conditions that can affect psychological well-being. This preference makes work-life balance an important aspect in determining their engagement and job satisfaction (Deloitte, n.d.). Generation Z is often perceived as having lower job loyalty and retention than previous generations. However, these characteristics are influenced by changes in the social, economic, and technological environments that shape their preferences for mental health, work flexibility, and work-life balance (Tj. & Kristanto, 2026).

One factor suspected of influencing withdrawal behavior is *work-life balance*. Work-life balance reflects an individual's ability to harmoniously manage the demands of work and personal life (Prakasa et al., 2025). Individuals who achieve work-life balance tend to have better levels of well-being, higher work engagement, and stronger commitment to the organization. Conversely, work-life imbalance can lead to stress, fatigue, and a decreased quality of life, ultimately increasing the likelihood of *quiet quitting behavior* (Deloitte, 2023; Agung et al., 2025). In addition to *work-life balance*, *burnout* is also a factor that can potentially influence withdrawal behavior at work. *Burnout* is a condition of emotional, mental, and physical exhaustion that arises from prolonged work pressure (Bakker et al., 2014). Individuals experiencing *burnout* generally experience decreased energy, motivation, and work engagement, thus tending to limit their contribution to work in response to the pressure experienced (Xueyun et al., 2023). Research (Trang et al., 2024) shows that increasing levels of *burnout* influence the tendency to *quiet quitting*.

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The relationship between *work-life balance*, *burnout*, and withdrawal behavior is thought to be more than just a direct one. Job satisfaction is a psychological factor that plays a role in explaining this relationship. Job satisfaction is an individual's evaluation of their job, reflected through positive feelings about their work and work environment (Justina et al., 2022). Individuals with high levels of job satisfaction tend to demonstrate greater engagement and commitment to the organization, while low levels of job satisfaction can lead to withdrawal behavior (Margaretha & Panggabean, 2025).

Various previous studies have proven that there is a relationship between *work-life balance*, *burnout*, job satisfaction, and *quiet quitting*. (Paranamana, 2024). However, research that simultaneously examines the influence of *work-life balance* and *burnout* on withdrawal behavior at work with job satisfaction as a mediating variable is still relatively limited, especially among Generation Z employees in Indonesia. Therefore, this study was conducted to analyze the influence of *work-life balance* and *burnout* on withdrawal behavior at work with job satisfaction as a mediating variable among Generation Z employees in Jakarta.

LITERATURE REVIEW

Quiet quitting

Quiet quitting is the behavior of employees who continue to carry out their work according to formal responsibilities, but consciously limit their contributions to the minimum demands of the job (Gray, 2025). This phenomenon is not synonymous with laziness, but rather reflects a form of adjustment to perceived unbalanced work conditions and psychological withdrawal from work *without* leaving the organization (Bernadus et al., 2026). This behavior is generally characterized by decreased work engagement, reduced initiative, and low contributions outside of primary tasks (Agung et al., 2025). In an organizational context, *quiet quitting* is seen as a response to a mismatch between job demands and employee resources, making it an important indicator in assessing the quality of the relationship between employees and the organization (Trang et al., 2024).

Work-life balance

Work-life balance is a condition where an individual is able to manage the demands of work and personal life in a balanced manner (Prakasa et al., 2025). According to Weerakkod and Mendis (2017), *work-life balance* is a company's effort to adjust employee work patterns so they can fulfill work and family responsibilities simultaneously. Meanwhile, Andini and Surjanti (2017) explain that *work-life balance* is related to organizational policies that provide flexibility for employees in managing their time between work and non-work activities, such as family and personal activities (Tj et al., 2022). *Work-life balance* is an important factor in improving psychological well-being, job satisfaction, and employee engagement in the organization (Korompis et al., 2025). Conversely, an imbalance between work and personal life can trigger stress, fatigue, and a decreased quality of life that has the potential to encourage withdrawal behavior in work (Agung et al., 2025). Therefore, *work-life balance* plays a role in reducing the tendency of *quiet quitting* because employees who are able to maintain this balance tend to have better levels of job satisfaction and engagement (Deloitte, 2023).

Burnout

Work fatigue or burnout is a psychological condition resulting from continuous and unmanaged work stress, characterized by decreased energy, motivation, and individual engagement in work (Bernadus et al., 2026). Burnout occurs when job demands are out of balance with an individual's ability to cope, thus triggering emotional exhaustion, decreased work effectiveness, and negative attitudes toward work (Bakker et al., 2014). Factors contributing to burnout include excessive workload, psychological stress, an unsupportive work environment, and an imbalance between work and personal life (Purnamasari et al., 2025). These conditions can reduce employee productivity, concentration, and engagement, and potentially encourage "quiet quitting," the tendency to work only to fulfill minimum obligations (Xueyun et al., 2023).

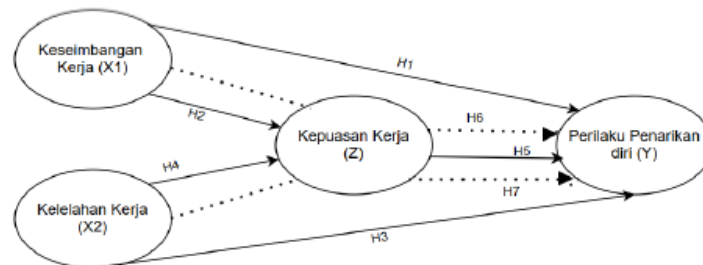
Job satisfaction

Job satisfaction is a positive emotional state that arises based on an individual's evaluation of their work experience and environment (Justina et al., 2022). Employees with high levels of job satisfaction tend to have a positive outlook on their work, show greater engagement, and have a stronger commitment to the organization. Conversely, low

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job satisfaction can lead to negative attitudes, decreased performance, and a tendency to withdraw from work (Ramlis et al., 2025). Job satisfaction is influenced by several factors, such as job characteristics, compensation, relationships with superiors and coworkers, and the work environment. High levels of job satisfaction play a role in increasing productivity, work quality, and organizational effectiveness by increasing employee motivation and commitment (Siahaan et al., 2023). In the context of *quiet quitting*, job satisfaction is an important factor because employees with high job satisfaction tend to show better engagement, while dissatisfaction can encourage work behaviors that only meet minimum demands (Margaretha & Panggabean, 2025).



Research methods

This study employed quantitative methods. It aimed to analyze the influence of *work-life balance* and *burnout* on *quiet quitting behavior*, with job satisfaction as a mediating variable among Generation Z employees in Jakarta. The study involved 120 respondents who met the criteria for actively working Generation Z employees. Data collection was conducted through an online questionnaire structured based on the operational definitions of each research variable.

Data were analyzed using descriptive statistical analysis and the *Structural Equation Modeling–Partial Least Squares* (SEM-PLS) approach to examine the relationship between variables. Evaluation of the measurement model (*outer model*) was conducted through validity and reliability testing, which includes *convergent validity*, *discriminant validity*, *composite reliability*, and *Cronbach's alpha*. Furthermore, evaluation of the structural model (*inner model*) was conducted by analyzing the coefficient of determination (R^2), path coefficient, and hypothesis testing. Hypothesis testing was conducted based on the *P-value* with a significance level of less than 0.05. This study is expected to provide a more comprehensive understanding of the influence of *work-life balance* and *burnout* on *quiet quitting* behavior through job satisfaction in Generation Z employees, as well as contribute to the development of organizational behavior and human resource management literature.

Results and Discussion

This study involved 120 respondents who were Generation Z employees in the Jakarta area. Based on demographic characteristics, the majority of respondents were female (91 people) (75.8%), while 29 were male (24.2%). In terms of age, the majority of respondents were in the 22–25 years range (68 people) (56.7%), followed by 26–30 years old (44 people) (36.7%) and under 21 years old (8 people) (6.6%). Based on education level, the majority of respondents had a Bachelor's (S1) education background (53 people) (44.2%), followed by Diploma (36 people) (30%), High School/Vocational High School (19 people) (15.8%), and Master's (S2) (12 people) (10%). Meanwhile, based on work experience, most respondents have worked for more than one year as many as 55 people (45.8%), followed by 7–12 months of work experience as many as 33 people (27.5%), 4–6 months as many as 21 people (17.5%), and 3 months as many as 11 people (9.2%). These characteristics indicate that respondents are dominated by Generation Z who are in their productive age with a relatively high level of education and adequate work experience, so they are considered able to provide a relevant picture regarding perceptions regarding *work-life balance*, *burnout*, job satisfaction, and *quiet quitting behavior* which are the focus of the study.

Evaluation of Measurement Model (Outer Model)

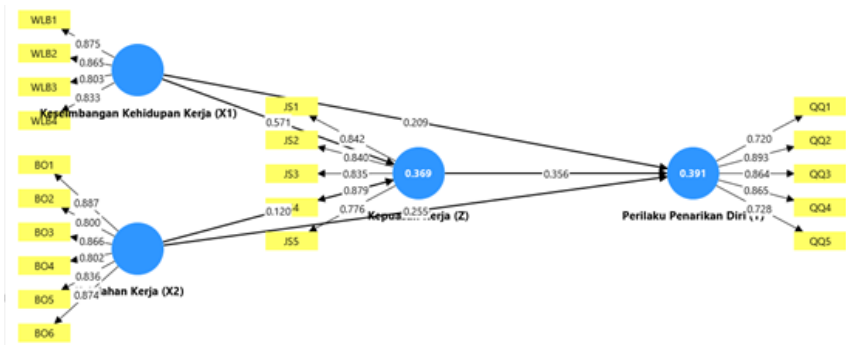
An *outer model* evaluation was conducted to ensure that the research instrument met validity and reliability criteria. Measurement model testing was conducted through *convergent validity*, *discriminant validity*, *composite reliability*, and *Cronbach's alpha analyses* to ensure each indicator represented the research constructs validly and consistently (Ghozali, 2021).

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Convergent Validity

Convergent validity is evaluated based on the outer loading value for each indicator. Referring to (Hair et al., 2022) , an indicator is considered to have convergent validity if its outer loading value is greater than 0.70.



Outer Loading

	Kelelahan Kerja (X2)	Kepuasan Kerja (Z)	Keseimbangan Kehidupan Kerja (X1)	Perilaku Penarikan Diri (Y)
BO1	0,887			
BO2	0,800			
BO3	0,866			
BO4	0,802			
BO5	0,836			
BO6	0,874			
JS1		0,842		
JS2		0,840		
JS3		0,835		
JS4		0,879		
JS5		0,776		
QQ1				0,720
QQ2				0,893
QQ3				0,864
QQ4				0,865
QQ5				0,728
WLB1			0,875	
WLB2			0,865	
WLB3			0,803	
WLB4			0,833	

Based on the table above, all indicators for the work-life balance , burnout , job satisfaction, and quiet quitting variables have outer loading values above 0.70. These results indicate that all indicators have met the convergent validity criteria recommended by Hair et al. (2022). Thus, all indicators are declared valid and adequately represent the constructs being measured.

Discriminant Validity

Discriminant validity was evaluated using the Heterotrait-Monotrait Ratio (HTMT) method. According to Hair et al. (2022), discriminant validity is considered fulfilled if the HTMT value between constructs is less than 0.90. This criterion indicates that each construct has an adequate level of differentiation and is capable of measuring different

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concepts specifically. Therefore, the HTMT test is used to ensure that each variable in the study has good discriminant validity. Based on the test results in Table 4.3, all *Heterotrait-Monotrait Ratio* (HTMT) values are below the threshold of 0.90. This finding indicates that each construct in the study has met the criteria for discriminant validity, thus being able to adequately differentiate itself from other constructs. Thus, the variables *work-life balance* , *burnout* , job satisfaction, and *quiet quitting* are declared to have good discriminant validity and are suitable for use in the next stage of analysis.

Cross Loading

Cross-loading is a measure used to assess discriminant validity. Each indicator is expected to have a higher loading value on the construct or latent variable it measures compared to the loading values on other constructs or latent variables (Dr. Gunistiyo et al., 2024).

	Kelelahan Kerja (X2)	Kepuasan Kerja (Z)	Keseimbangan Kehidupan Kerja (X1)	Perilaku Penarikan Diri (Y)
BO1	0,887	0,188	0,197	0,335
BO2	0,800	0,262	0,155	0,330
BO3	0,866	0,164	0,167	0,248
BO4	0,802	0,097	0,135	0,236
BO5	0,836	0,161	0,141	0,378
BO6	0,874	0,288	0,255	0,371
JS1	0,249	0,842	0,598	0,542
JS2	0,155	0,840	0,470	0,337
JS3	0,267	0,835	0,444	0,402
JS4	0,138	0,879	0,427	0,480
JS5	0,185	0,776	0,513	0,461
QQ1	0,242	0,362	0,268	0,720
QQ2	0,429	0,400	0,308	0,893
QQ3	0,358	0,359	0,324	0,864
QQ4	0,292	0,390	0,359	0,865
QQ5	0,249	0,612	0,582	0,728
WLB1	0,208	0,548	0,875	0,399
WLB2	0,197	0,458	0,865	0,385
WLB3	0,096	0,582	0,803	0,383
WLB4	0,227	0,404	0,833	0,440

cross-loading test results , all indicators had the highest *loading values* on the constructs they measured compared to other constructs. This finding indicates that each indicator is able to represent the construct being measured more strongly than other constructs in the research model. Thus, all indicators have met the criteria for discriminant validity and are suitable for use in further analysis.

Construct Reliability and Validity

Reliability and construct validity were evaluated using *Cronbach's alpha* , *composite reliability* , and *Average Variance Extracted* (AVE) values. Referring to Hair et al. (2022), a construct is considered reliable if its *Cronbach's alpha* and *composite reliability values* are above 0.70, while construct validity is met if the AVE value exceeds 0.50.

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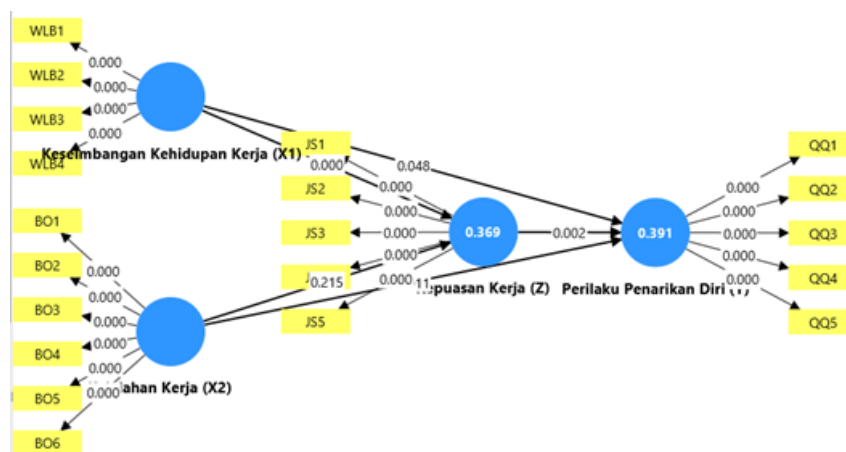
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	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Kelelahan Kerja (X2)	0,920	0,935	0,937	0,714
Kepuasan Kerja (Z)	0,891	0,900	0,920	0,697
Keseimbangan Kehidupan Kerja (X1)	0,866	0,868	0,909	0,713
Perilaku Penarikan Diri (Y)	0,875	0,887	0,909	0,668

Cronbach's alpha and composite reliability values above the minimum threshold of 0.70. Furthermore, the Average Variance Extracted (AVE) values for all variables also exceeded the threshold of 0.50. These results indicate that the variables *burnout*, job satisfaction, *work-life balance*, and *quiet quitting* have met the criteria for construct reliability and validity. Thus, the research instrument has good internal consistency and is able to adequately represent the constructs being measured.

Structural Model Evaluation (Inner Model)

Structural model evaluation (*inner model*) was conducted to examine the relationships between constructs in the research model. Testing included analysis of the coefficient of determination (*R-square*), path coefficient, and the significance of the relationships between variables through the *bootstrapping procedure in SmartPLS 4*. Referring to Hair et al. (2022), a hypothesis is stated as supported if it has a *t-statistic* value > 1.96 and a *p-value* < 0.05. The results of the structural model evaluation and hypothesis testing are presented in the following section.



Path Coefficient Test

Evaluation of the structural model (*inner model*) is conducted through a coefficient of determination (*R-Square*) analysis to assess the ability of exogenous variables to explain the dependent variable. According to Ghozali (2021), an *R-Square* value of 0.67 indicates strong explanatory power, 0.33–0.67 indicates moderate explanatory power, and below 0.33 indicates weak explanatory power.

R-Square

	R-square	R-square adjusted
Kepuasan Kerja (Z)	0,369	0,359
Perilaku Penarikan Diri (Y)	0,391	0,375

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Based on the test results, the *R-Square* value for the job satisfaction variable is 0.369. These results indicate that *work-life balance* and *burnout* are able to explain 36.9% of the variation in job satisfaction, while the rest is explained by other factors outside the research model. Meanwhile, the *R-Square* value for the *quiet quitting* variable is 0.391, which indicates that *work-life balance*, *burnout*, and job satisfaction are able to explain 39.1% of the variation in *quiet quitting*, while the rest is influenced by other variables not included in the model. Thus, both endogenous variables have *R-Square* values in the moderate category, which indicates that the research model has a fairly good ability to explain the relationship between the variables studied.

F-Square

Based on the results of the F-Square test, it shows that work-life balance has a large effect size on job satisfaction ($f^2 = 0.493$), while burnout has a small effect size ($f^2 = 0.022$). Meanwhile, for quiet quitting, burnout ($f^2 = 0.100$), job satisfaction ($f^2 = 0.131$), and work-life balance ($f^2 = 0.046$) show effect sizes in the small category. These results indicate that work-life balance is the most dominant predictor in explaining job satisfaction compared to other relationships in the research model.

	Kelelahan Kerja (X2)	Kepuasan Kerja (Z)	Keseimbangan Kehidupan Kerja (X1)	Perilaku Penarikan Diri (Y)
Kelelahan Kerja (X2)		0,022		0,100
Kepuasan Kerja (Z)				0,131
Keseimbangan Kehidupan Kerja (X1)		0,493		0,046

Goodness of Fit (GoF) Testing

Goodness of Fit (GoF) testing is conducted to evaluate the level of fit of the research model with empirical data. In the PLS-SEM approach, model evaluation can be done through several indicators, such as *Standardized Root Mean Square Residual* (SRMR), *Normed Fit Index* (NFI), d_ULS , and d_G . Referring to Hair et al. (2022), a model is considered to have a good level of fit if the SRMR value is below 0.10, while an NFI value closer to 1 indicates a better level of model fit. The results of the *Goodness of Fit* test in this study are presented in the table below.

	Saturated model	Estimated model
SRMR	0,090	0,090
d_ULS	1,693	1,693
d_G	0,911	0,911
Chi-square	548,287	548,287
NFI	0,721	0,721

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Direct Hypothesis Testing

path coefficient analysis using the *bootstrapping procedure* . The test results are presented in the table below:

Hipotesis	Pengaruh	Original Sample (O)	T-Statistic	P-Values	Hasil
H1	Keseimbangan Kehidupan Kerja => Perilaku Penarikan Diri	0,209	1,981	0,048	Diterima
H2	Keseimbangan Kehidupan Kerja => Kepuasan Kerja	0,571	7,589	0,000	Diterima
H3	Kelelahan Kerja => Perilaku Penarikan Diri	0,255	2,559	0,011	Diterima
H4	Kelelahan Kerja => Kepuasan Kerja	0,120	1,240	0,215	Ditolak
H5	Kepuasan Kerja => Perilaku Penarikan Diri	0,356	3,031	0,002	Diterima

Based on the test results, *work-life balance* is proven to have a significant effect on *quiet quitting* and job satisfaction, as indicated by the *t-statistic values* of 1.981 and 7.589, respectively, and a *p-value* below 0.05. Furthermore, *burnout* has a significant effect on *quiet quitting* with a *t-statistic value* of 2.559, but does not have a significant effect on job satisfaction because the *t-statistic value* of 1.240 is below the critical limit of 1.96. In addition, job satisfaction is also proven to have a significant effect on *quiet quitting* with a *t-statistic value* of 3.031. Thus, most of the direct relationships in the research model are proven to be significant, except for the effect of *burnout* on job satisfaction.

Testing the Mediation Effect

Indirect effects testing was conducted to determine the role of job satisfaction in mediating the relationship between *work-life balance* and *burnout* on *quiet quitting* . The results of the *specific indirect effects testing* are presented in the following table.

Hipotesis	Pengaruh	Original Sample (O)	T-Statistic	P-Values	Hasil
H6	Keseimbangan Kehidupan Kerja => Perilaku Penarikan Diri dimediasi Kepuasan Kerja	0,203	3,035	0,002	Diterima
H7	Kelelahan Kerja => Perilaku Penarikan Diri dimediasi Kepuasan Kerja	0,043	1,018	0,309	Ditolak

Based on the results of the *specific indirect effects test* , *work-life balance* was proven to have a significant effect on *quiet quitting* through job satisfaction, as indicated by a *t-statistic value* of 3.035 and a *p-value* below 0.05. This finding indicates that job satisfaction acts as a mediating variable in the relationship between *work-life balance* and *quiet quitting* . Conversely, the indirect effect of *burnout* on *quiet quitting* through job satisfaction was not significant because the *t-statistic value* of 1.018 was below the critical limit of 1.96. Thus, job satisfaction was not proven to mediate the relationship between *burnout* and *quiet quitting* .

Discussion

The Influence of Work-Life Balance on Quiet Quitting

The test results show that *work-life balance* has a significant effect on *quiet quitting* with a *t-statistic value* of 1.981 (>1.96) and a path coefficient of 0.209, thus the first hypothesis is accepted. This value indicates that *work-life balance* contributes 20.9% to *quiet quitting*. This finding indicates that work-life balance plays a role in shaping employee work behavior, where a good balance can increase work engagement and reduce the tendency of *quiet quitting*. These results are in line with *Job Demands-Resources Theory* and research by (Akbar & Mariyati, 2022) and (Prakasa et al., 2025) which states that *work-life balance* influences withdrawal behavior at work.

The Effect of Work-Life Balance on Job Satisfaction

The test results show that *work-life balance* has a significant effect on job satisfaction with a *t-statistic value* of 7.589 (>1.96) and a path coefficient of 0.571, thus the second hypothesis is accepted. This value indicates that *work-life balance* contributes 57.1% to job satisfaction. This finding indicates that the balance between work and personal life can increase job satisfaction by reducing role conflict, work pressure, and psychological exhaustion. These results are in line with *the Job Demands-Resources Theory* and support research by (Sefta Nandiatama Fahrizal Isni et al., 2022), (Respati et al., 2023), and (Sari et al., 2025) which states that *work-life balance* has a positive and significant effect on job satisfaction.

The Effect of Burnout on Quiet Quitting

The test results show that *burnout* has a significant effect on *quiet quitting* with a *t-statistic value* of 2.559 (>1.96) and a path coefficient of 0.255, so the third hypothesis is accepted. This value indicates that *burnout* contributes 25.5% to *quiet quitting*. This finding indicates that the higher the work burnout experienced by employees, the greater the tendency to reduce involvement and contribution to work. This is in line with the concept of *burnout* Maslach and Jackson which explains that emotional exhaustion, depersonalization, and decreased self-accomplishment can affect individual work behavior. These results also support research (Prakasa et al., 2025), (Trang et al., 2024), and (Paranamana, 2024) which show that *burnout* has a positive and significant effect on *quiet quitting*.

The Effect of Burnout on Job Satisfaction

The test results showed that *burnout* did not significantly influence job satisfaction with a *t-statistic* of 1.240 (<1.96) and a path coefficient of 0.120, thus rejecting the fourth hypothesis. This finding indicates that respondents' level of work burnout is not yet a major factor determining job satisfaction. Job satisfaction is likely more influenced by other factors such as work flexibility, work environment, career development, and compensation. This result differs from research by Justina et al., 2022 and Zhang, 2024, which showed that *burnout* had a negative and significant influence on job satisfaction, thus indicating that the relationship between *burnout* and job satisfaction can vary based on individual characteristics and the work environment.

The Influence of Job Satisfaction on Quiet Quitting

The test results show that job satisfaction has a significant effect on *quiet quitting* with a *t-statistic value* of 3.031 (>1.96) and a path coefficient of 0.356, so the fifth hypothesis is accepted. This value indicates that job satisfaction contributes 35.6% to *quiet quitting*. This finding indicates that job satisfaction plays a role in shaping employee work behavior, where a better level of satisfaction can increase motivation, commitment, and work engagement. Conversely, low job satisfaction can encourage employees to limit their contributions and work only to meet minimum demands. This result is in line with research by (Joni, 2026), (Ardıç & Erişen, 2025), and (Margaretha & Panggabean, 2025) which shows that job satisfaction influences *quiet quitting behavior*.

The Influence of Work-Life Balance on Quiet Quitting through Job Satisfaction

The test results show that *work-life balance* has a significant effect on *quiet quitting* through job satisfaction with a *t-statistic value* of 3.035 (>1.96) and an indirect effect coefficient of 0.203, so the sixth hypothesis is accepted. This value indicates that job satisfaction is able to mediate the relationship between *work-life balance* and *quiet quitting* by 20.3%. This finding indicates that a good work-life balance can increase job satisfaction, which in turn reduces the

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tendency of *quiet quitting*. These results support research by (Prakasa et al., 2025) and (Margaretha & Panggabean, 2025) which shows the role of job satisfaction as a mediator in the relationship between *work-life balance* and withdrawal behavior in work.

The Influence of Burnout on Quiet Quitting through Job Satisfaction

The test results show that burnout does not significantly influence quiet quitting through job satisfaction with a t-statistic value of 1.018 (<1.96) and an indirect effect coefficient of 0.043, thus the seventh hypothesis is rejected. This value indicates that job satisfaction is unable to mediate the relationship between burnout and quiet quitting. This finding indicates that the influence of burnout on quiet quitting in this study is more likely to occur directly than through job satisfaction. This result differs from research (Paranamana, 2024) which found that job satisfaction is able to mediate the relationship between burnout and withdrawal behavior, thus indicating that the mediating role can differ based on respondent characteristics and the research context.

Conclusion and Suggestions

Based on the research results, it can be concluded that work-life balance plays a significant role in influencing job satisfaction and quiet quitting among Generation Z employees in Jakarta. Work-life balance was shown to have a significant effect on job satisfaction and quiet quitting, while burnout had a significant effect on quiet quitting but not on job satisfaction. Job satisfaction was also shown to have a significant effect on quiet quitting and was able to mediate the relationship between work-life balance and quiet quitting, but did not mediate the relationship between burnout and quiet quitting. These findings suggest that reducing quiet quitting can be achieved by improving work-life balance and job satisfaction. Therefore, companies need to support the implementation of work-life balance, proportional workload management, and increasing job satisfaction through organizational support, career development, and a fair reward system. Future research can expand the scope of respondents and add other variables such as leadership style, organizational culture, compensation, organizational support, or employee engagement to understand other factors that influence quiet quitting.

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