

THE EFFECTS OF JOB BURNOUT, WORK-LIFE BALANCE, AND JOB SATISFACTION ON QUIET QUITTING (STUDY ON GENERATION Z IN SPECIAL REGION OF YOGYAKARTA)

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ABSTRACT

This study aims to examine the effects of: (1) job burnout on quiet quitting among Generation Z employees in the Special Region of Yogyakarta; (2) work-life balance on quiet quitting among Generation Z employees in the Special Region of Yogyakarta; (3) job satisfaction on quiet quitting among Generation Z employees in the Special Region of Yogyakarta; and (4) job burnout, work-life balance, and job satisfaction on quiet quitting among Generation Z employees in the Special Region of Yogyakarta.

This is a quantitative study in which the population included 160 Generation Z employees who had worked for at least 6 months. The sampling technique used was purposive sampling. Data collection was conducted using a questionnaire via a Likert-based Google Form. Data analysis used multiple regression analysis. The results showed that: 1) job burnout has a positive and significant effect on quiet quitting, with a calculated T value of $3.808 > T \text{ table } 1.975$ and a significance level of $0.000 < 0.05$; 2) Work-life balance has a positive and significant influence on quiet quitting with a T-value of $2.195 > T\text{-table } 1.975$ and a significance of $0.001 < 0.05$; 3) Job satisfaction has a positive and significant influence on quiet quitting with a T-value of $3.250 > T\text{-table } 1.975$ and a significance of $0.001 < 0.05$; and 4) Job burnout, work-life balance, and job satisfaction simultaneously have a positive and significant influence on quiet quitting with a significance value of 0.000 and an F-value of 51.479.

Keywords:

Generation Z, Job Burnout,
Job Satisfaction, Work-life Balance

1. Introduction

Technological developments and social dynamics in the industrial era have transformed the work patterns of the younger generation, particularly Generation Z, which is now beginning to dominate the Indonesian labour market. One crucial factor in an organization's progress is its human resources. Competent human resources will support the achievement of organizational goals. However, in recent years, human resources have been faced with a new phenomenon: quiet quitting. Quiet quitting occurs when employees only fulfil their minimum job descriptions without providing further involvement. This phenomenon impacts productivity, employee engagement, and overall organizational performance. [3] reported that four-fifths of the global workforce have engaged in quiet quitting, causing economic losses of up to \$9 trillion. In Southeast Asia, including Indonesia, 68% of employees experience this condition, especially among Generation Z.

Generation Z, born between 1997 and 2012, is known as an adaptable generation, but is also the most vulnerable to quiet quitting. Surveys show that 74% of managers consider Generation Z difficult to work with due to boredom and a lack of motivation. This is triggered by job burnout, a lack of work-life balance, and minimal job satisfaction. The Special Region of Yogyakarta (DIY) is known as a student city with a large Generation Z population. According to the Central Statistics Agency (BPS) census, DIY has a total of 803,300 Generation Z members. However, data shows that the open unemployment rate in DIY reaches 9.13%. Some companies have expressed hesitation in hiring Generation Z because they tend to only stay for 1-6 months and decide to leave if they feel unsuited for the job. The Special Region of Yogyakarta (DIY) had the lowest labour productivity score from 2020 to 2023 and was the second-lowest province in 2024.

Table 1. Quitting Rate in Indonesia

Year	Quiet Quitting Rate in Indonesia	Main Factor	Source
2021	Only 24% of employees feel engaged in their work.	Lack of training and workplace well-being	Christina Amanda, (2023)
2022	Around 46.6% of Generation Z employees are quiet quitting.	Generation Z often limits their work to job descriptions.	Muhammad Firdaus, (2025)
2023	Only about 25% of employees feel engaged in their jobs, leading to a high rate of quiet quitting.	Excessive workload, unsupportive organizational culture, and a lack of focus on work-life balance.	Maurits Sahata, (2024)
2024	The increase in quiet quitting in the banking and industrial sectors is characterized by an increase in burnout rates of 45.5% to 70%.	High burnout, low job satisfaction, and a desire to seek new opportunities.	Muhammad Firdaus (2025)
2025	<i>Quiet quitting remains a challenge, with trends persisting or increasing slightly.</i>	Workload management and a healthy organizational culture are key.	Karissa Veren, (2025)

Low employee productivity is caused by decreased concentration and growing fatigue due to high workloads. Excessive workloads cause discomfort that can trigger quiet quitting among employees. A survey showed that approximately 600 respondents in Indonesia chose to work moderately to maintain their physical and mental health. This study used the Conservation of Resources (COR) framework, which explains that individuals tend to protect their resources from excessive stress by limiting work engagement, and one way of doing this is through quiet quitting.

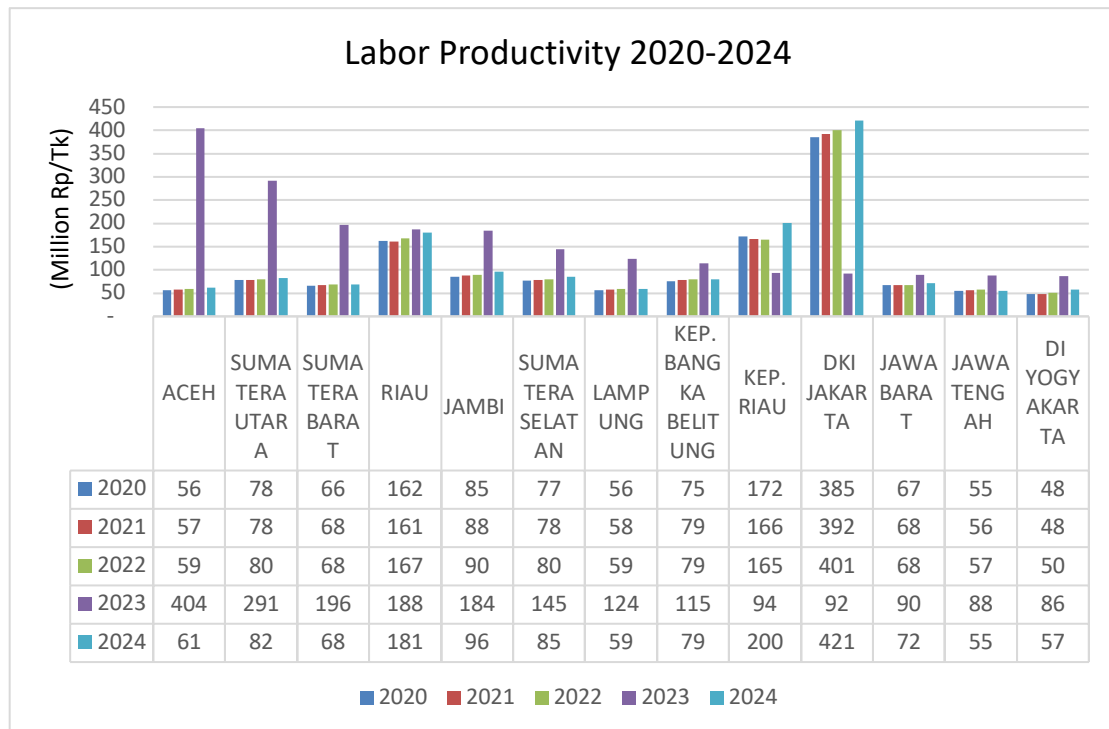


Fig 1. Provinces with the Number of Labor Productivity in Indonesia
(Source: Central Statistics Agency)

Previous research indicates that these three factors have a positive impact on the phenomenon of quiet quitting, but they remain poorly addressed to date. This study fills this gap by adopting a quantitative approach to evaluate the impact of job burnout, work-life balance, and job satisfaction on quiet quitting. Prior studies have focused on these factors separately or on other generational groups. Therefore, this study addresses this gap by focusing on Generation Z in the Special Region of Yogyakarta, which has unique characteristics in the workplace.

This study aims to determine the effects: 1) job burnout on quiet quitting among Generation Z in the Special Region of Yogyakarta, (2) work-life balance on quiet quitting among Generation Z in the Special Region of Yogyakarta, (3) job satisfaction on quiet quitting among Generation Z in the Special Region of Yogyakarta, and (4) simultaneously determine the effect of job burnout, work-life balance, and job satisfaction on quiet quitting among Generation Z in the Special Region of Yogyakarta.

2. Method

This study used a quantitative approach with a survey method to examine the influence of job burnout, work-life balance, and job satisfaction on quiet quitting in Generation Z. This study focused on the Special Region of Yogyakarta as the research location by considering the high dominance of Generation Z in the region's workforce. The population in this study included members of Generation Z residing in the Special Region of Yogyakarta, totalling 803,300 individuals. The sample of this study was 160 Generation Z individuals who had worked for at least 6 months, with a sampling technique using purposive sampling. The instrument used was a closed questionnaire that had been tested for validity and reliability. Data analysis was carried out through descriptive statistics, classical assumption tests (normality, linearity, multicollinearity, and heteroscedasticity), and hypothesis testing using multiple linear regression, T-test, F-test, and coefficient of determination (R²).

3. Results and Discussion

3.1. Results

3.1.1. Description of Research Data

This study analyzed data from 160 respondents who had worked for at least six months. The results of the regression analysis showed that Job Burnout (X1), Work-Life Balance (X2), and Job Satisfaction (X3) variables significantly influenced Quiet Quitting (Y).

The t-test shows that job burnout (X1) had a t-value of 3.808 with a significance level of 0.000 < 0.05, indicating a positive and significant effect on Quiet Quitting. Work-Life Balance (X2) has a t-value of 2.195 with a significance level of 0.030 < 0.05, indicating a positive and significant effect on Quiet Quitting. Job satisfaction (X3) has a t-value of 3.250 with a significance level of 0.001 < 0.05, indicating a positive and significant effect on Quiet Quitting. The F test generates an F count value of 51.479 with a significance value of 0.000 < 0.05, indicating that the three independent variables simultaneously had a significant effect on the dependent variable. The coefficient of determination (R²) is 0.497, meaning that the variables job burnout, work-life balance, and job satisfaction jointly influenced the quiet quitting variable by 49.7%, while the remaining 50.3% is influenced by other variables not included in this research model.

3.1.2. Prerequisite Tests

a. Normality Test

The normality test uses the Kolmogorov-Smirnov statistical test. If the significance value is greater than 0.05, the data is considered normally distributed. Conversely, if the significance value is less than 0.05, the data is considered abnormal.

Table 2. Normality Test

			<i>Unstandardized Residual</i>
N			160
<i>Normal Parameters^{a,b}</i>			
<i>Mean</i>			.0000000
<i>Std. Deviation</i>			3.71285888
<i>Most Differences</i>	<i>Extreme</i>	<i>Absolute</i>	.052
		<i>Positive</i>	.052
		<i>Negative</i>	-.036
<i>Kolmogorov-Smirnov Z</i>			.052
<i>Asymp. Sig. (2-tailed)</i>			.200

Source: SPSS Output, Primary Data 2025

Based on the normality test processed using the SPSS application using the Kolmogorov-Smirnov method, the asymp.sig value is 0.200. This result meets the test criteria with a significance

value of >0.05 . Based on the results obtained, it can be concluded that the data is normally distributed.

b. Linearity Test

The linearity test is a statistical method that aims to test whether the relationship between the independent and dependent variables is linear. If the linearity significance value is >0.05 , there is no linear relationship between the independent and dependent variables. If the linearity significance value is <0.05 , there is a linear relationship between the independent and dependent variables.

Table 3. Linearity Test			
Variable	Sig	Limit	Description
<i>Job Burnout</i>	0,000	$<0,05$	Linear
<i>Work-life Balance</i>	0,000	$<0,05$	Linear
<i>Job Satisfaction</i>	0,000	$<0,05$	Linear

Source: SPSS Output, Primary Data 2025

Based on the results of the linearity test above, the analysis shows that the significance value for the variables job burnout, work-life balance, and job satisfaction is less than 0.05. Therefore, it can be concluded that there is a significant linear relationship between the independent variables and the dependent variable.

c. Multicollinearity Test

The multicollinearity test is used to determine the level of correlation between the independent variables in a regression model. The multicollinearity test can be performed by examining the Variance Inflation Factor (VIF) or Tolerance. If the tolerance value is greater than 0.1 and the VIF value is <10 , it can be concluded that multicollinearity does not occur.

Table 4. Multicollinearity Test			
Variable	Tolerance	VIF	Description
X1	.480	2.085	No multicollinearity
X2	.456	2.191	No multicollinearity
X3	.389	2.569	No multicollinearity

Source: SPSS Output, Primary Data 2025

Based on the table above regarding the multicollinearity test, the Job Burnout (X1) variable has a Tolerance value of $0.480 > 0.10$ and a VIF of $2.085 < 10$. The Work-Life Balance (X2) variable has a Tolerance value of $0.456 > 0.10$ and a VIF of $2.191 < 10$. The Job Satisfaction (X3) variable has a Tolerance value of $0.389 > 0.10$ and a VIF of $2.569 < 10$. Based on the results of the multicollinearity test, all independent variables, namely Job Burnout (X1), Work-Life Balance (X2), and Job

Satisfaction (X3), have a Tolerance value > 0.10 and a VIF < 10 . Thus, it can be concluded that there is no multicollinearity in the regression model used.

d. Heteroscedasticity Test

The heteroscedasticity test aims to identify whether there are differences in residual variance at each level of the independent variable. Heteroscedasticity testing can be performed using the Glejser test graphical method, where the absolute value of the residual is regressed against the independent variable. A sig value > 0.05 indicates non-heteroscedasticity, while a sig value < 0.05 indicates heteroscedasticity.

Table 5. Heteroscedasticity Test

Variable	Sig	Limit	Description
<i>Job Burnout</i>	.463	$>0,05$	Non-heteroskedasticity
<i>Work-life Balance</i>	.104	$>0,05$	Non-heteroskedasticity
<i>Job Satisfaction</i>	.266	$>0,05$	Non-heteroskedasticity

Source: SPSS Output, Primary Data 2025

Based on the heteroscedasticity test results table above, the Job Burnout variable has a significance value of 0.463, the Work-Life Balance variable has a significance value of 0.104, and the Job Satisfaction variable has a significance value of 0.266. This indicates that all three variables have significance values greater than 0.05, thus the variables in this study are declared free from heteroscedasticity issues.

3.1.3. Linear Regression Test

a. Simple Linear Regression Test

Simple linear regression analysis is a statistical method used to determine or test the effect of one independent variable on a dependent variable.

Table 6. Simple Linear Regression Test

<i>Coefficients</i>				
Model		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>
		B	<i>Std. Error</i>	Beta
1	<i>Constant</i>	10.297	1.130	
	X1	.531	.052	.634
2	<i>Constant</i>	10.753	1.208	
	X2	.394	.043	.592

3	<i>Constant</i>	8.749	1.241	
	X3	.512	.048	.645

a. Dependent Variable: Y

Source: SPSS Output, Primary Data 2025

b. Multiple Linear Regression Test

Multiple linear regression analysis aims to test the effect of more than one independent variable on a single dependent variable.

Table 7. Multiple Linear Regression Test

Model		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>
		B	Std. Error	Beta
1	(Constant)	6.797	1.225	
	<i>Job Burnout</i>	.261	.069	.312
	<i>Work-life Balance</i>	.123	.056	.184
	<i>Job Satisfaction</i>	.235	.072	.296

Source: SPSS Output, Primary Data 2025

3.1.4. Hypothesis Testing

a. F-Hypothesis Test

The F-test is a method in regression analysis used to test the simultaneous significance level of all independent variables on the dependent variable. If the significance of the F-test is <0.05 , with the calculated F-value exceeding the F-table value, it can be concluded that the independent variables simultaneously have a significant influence on the dependent variable.

Table 8. F-Hypothesis Test

Model		<i>Sum of Squares</i>	<i>df</i>	<i>Mean Squares</i>	F	Sig.
1	<i>Regression</i>	2169.909	3	723.303	51.479	.000 ^b
	<i>Residual</i>	2191.866	156	14.050		
	Total	4361.775	159			

Source: SPSS Output, Primary Data 2025

b. T-Hypothesis Test

The T-test aims to test the significance of the influence of each independent variable on the dependent variable partially in a regression model. When the T-test significance value is <0.05 , the independent variable has a partial significant influence on the dependent variable.

Table 9. T-Hypothesis Test						
Model		Unstandardized		Standardized	t	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	6.797	1.225		5.551	.000
	<i>Job Burnout</i>	.261	.069	.312	3.808	.000
	<i>Work-life Balance</i>	.123	.056	.184	2.195	.030
	<i>Job Satisfaction</i>	.235	.072	.296	3.250	.001

Source: SPSS Output, Primary Data 2025

3.2. Discussion

The results show that job burnout has a positive and significant effect on quiet quitting. This means that the higher the level of job burnout experienced by Generation Z employees in Yogyakarta, the higher their tendency to not work properly and reduce engagement. This condition aligns with the characteristics of Generation Z, who tend to prioritize mental health and do not tolerate work environments perceived as exhausting or unhealthy. When work demands are excessive or organizational support is lacking, they choose disengagement as a form of self-protection, thus encouraging quiet quitting.

The findings also indicate that work-life balance has a positive and significant effect on quiet quitting. An imbalance between work responsibilities and personal life demands causes Generation Z to withdraw from additional work responsibilities. This generation has a strong preference for flexibility and clear boundaries between work and personal life. When this balance is disturbed, they respond by limiting work engagement, thus triggering quiet quitting. This indicates that organizations need to consider flexible work systems to prevent decreased work motivation.

Furthermore, job satisfaction also has a positive and significant effect on quiet quitting. Low job satisfaction stemming from role ambiguity, lack of appreciation, or limited career development opportunities discourages employees from maximizing their engagement. When employees perceive their work as lacking satisfaction or meaningful benefits, they tend to stay only to fulfil formal obligations, rather than fully commit. These results reinforce the importance of job satisfaction as a crucial component in building employee loyalty and engagement.

Simultaneous testing showed that job burnout, work-life balance, and job satisfaction collectively had a significant influence on quiet quitting, contributing 49.7%. This confirms that these three factors are inseparable and interconnected in shaping the attitudes and behaviors of

Generation Z employees. The balance between workload, personal life, and job satisfaction is a psychological factor that determines whether an employee will remain engaged or opt for a quiet quit.

Overall, the results of this study suggest that Generation Z does not necessarily engage in quiet quitting due to a lack of commitment, but rather due to a strong need to maintain mental health, work-life balance, and meaningful work. Therefore, organizations need to pay attention to employee psychological well-being and work experiences to prevent quiet quitting, for example through equitable workload distribution, appreciative communication, flexible work systems, and career development opportunities.

4. Conclusion

Based on the data analysis, the following conclusions can be drawn:

- a) Job burnout has a positive and significant effect on quiet quitting among Generation Z employees in the Special Region of Yogyakarta. This is evidenced by a positive regression coefficient of 0.261 and a t-statistic of 3.808, while the significance value is smaller than the predetermined value of $0.000 < 0.05$. The analysis shows that job burnout has a positive and significant effect on quiet quitting. Therefore, Hypothesis 1 is confirmed and accepted, with a contribution of job burnout to quiet quitting of 22.37%.
- b) Work-life balance has a positive and significant effect on quiet quitting among Generation Z employees in the Special Region of Yogyakarta. This is evidenced by a positive regression coefficient of 0.123 and a t-statistic of 2.195, while the significance value is smaller than the predetermined significance value of $0.030 < 0.05$. Based on the analysis, it can be concluded that Hypothesis 2 is proven and accepted, with a contribution of work-life balance to quiet quitting of 7.45%.
- c) Job satisfaction has a positive and significant effect on quiet quitting among Generation Z employees in the Special Region of Yogyakarta. This is evidenced by a positive regression coefficient of 0.235 and a t-statistic of 3.250, while the significance value is smaller than the predetermined value of $0.001 < 0.05$. Based on the analysis, it can be concluded that Hypothesis 3 is proven and accepted, with a contribution of job satisfaction to quiet quitting of 19.88%.
- d) Job burnout, work-life balance, and job satisfaction simultaneously have a positive and significant effect on quiet quitting among Generation Z employees in the Special Region of Yogyakarta. This is evidenced by the results of the F-test.

Conflict of Interest

The author declares no conflict of interest in this research.

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