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The Effect Of Burnout And Work-Life Balance On Quiet Quitting With Job Satisfaction As An Intervening Variable Among Millennial Employees Of PT Cahaya Pengajaran Abadi in Balikpapan City

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Abstract

This study aims to analyze the effects of burnout and work-life balance on quiet quitting with job satisfaction as an intervening variable among millennial employees of PT Cahaya Pengajaran Abadi in Balikpapan City. The study employed a quantitative approach using primary data collected through a questionnaire from 117 respondents. Data were analyzed using SmartPLS through direct and indirect effect testing. The results show that burnout has a negative and significant effect on job satisfaction (β = -0.587; t = 10.011; p < 0.001), while work-life balance has a positive and significant effect on job satisfaction (β = 0.566; t = 11.971; p < 0.001). Burnout has a positive and significant effect on quiet quitting (β = 0.194; t = 2.949; p = 0.003), whereas work-life balance has a negative and significant effect (β = -0.238; t = 3.654; p < 0.001). Job satisfaction negatively and significantly affects quiet quitting (β = -0.584; t = 7.261; p < 0.001). Job satisfaction also partially mediates the effects of burnout and work-life balance on quiet quitting, with indirect effects of 0.342 and -0.330, respectively (p < 0.001). The findings indicate that managing burnout, strengthening work-life balance, and improving job satisfaction are important for reducing quiet quitting among millennial employees.

Keywords: Burnout, Work-Life Balance, Job Satisfaction, Quiet Quitting, Millennials

INTRODUCTION

Quiet quitting has become an important issue in human resource management, particularly in the context of changing work dynamics following the COVID-19 pandemic. Quiet quitting refers to a condition in which employees perform their work within the minimum boundaries of their assigned responsibilities without showing additional effort or strong emotional commitment to their organization (Indrawati & Panggabean, 2023). This phenomenon does not necessarily reflect laziness, but may represent a response to an imbalance between work demands and employees' personal well-being. Employees

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who engage in quiet quitting generally continue to complete their primary responsibilities but tend to reduce additional contributions and discretionary effort (Desnithalia & Purba, 2021).

The increasing attention toward quiet quitting is closely related to the low level of employee engagement in the workplace. Gallup (2022) reported that approximately 50% of employees were categorized as not engaged, indicating limited psychological attachment to their work. The State of the Global Workplace report also illustrates the continuing challenge of low employee engagement globally, which may affect employees' willingness to contribute beyond their formal job responsibilities (Gallup, 2022). This condition makes quiet quitting an important issue for organizations because reduced employee involvement may have implications for productivity, commitment, and organizational performance.

One factor associated with quiet quitting is burnout. Burnout refers to a condition of emotional and physical exhaustion resulting from prolonged exposure to work-related stress (Maslach et al., 2001; Maslach & Leiter, 2008). Employees experiencing burnout tend to withdraw psychologically from their work and may reduce their willingness to provide effort beyond their core responsibilities (Hutabarat & Drajat, 2023). Burnout can become more pronounced when employees perceive that workload and work expectations are not accompanied by adequate organizational support.

In addition to burnout, work-life balance is an important factor in shaping employees' attitudes and behaviors at work. Work-life balance describes the extent to which individuals are able to manage the demands of work and personal life in a relatively balanced manner. When employees perceive that their time and energy are excessively consumed by work without sufficient opportunities for personal life, the likelihood of disengagement and quiet quitting may increase (Anggraeni & Hasibuan, 2023). Previous research has also shown that work-life balance is positively associated with job satisfaction, indicating that employees who are able to maintain a better balance between work and personal life tend to experience greater satisfaction with their jobs (Pratama & Setiadi, 2021; Megaster et al., 2021).

The relationship between burnout, work-life balance, and quiet quitting may also involve job satisfaction. Job satisfaction reflects employees' positive evaluation of their work and the extent to which their expectations and needs are fulfilled (Robbins & Judge, as cited in Sutisna, 2021). Employees who remain satisfied with their jobs may be less likely to engage in quiet quitting because they continue to perceive their work as valuable and meaningful. Conversely, low job satisfaction may encourage psychological withdrawal and disengagement from the organization (Mahand & Caldwell, 2023; Yikilmaz, 2022). Thus, job satisfaction may function as an important mechanism

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explaining how employees' psychological conditions and perceptions of their work-life balance influence their tendency to engage in quiet quitting.

Previous studies have examined several factors associated with quiet quitting, including job satisfaction, work stress, workload, and work-life balance. However, the empirical findings remain inconsistent. Putra (2024), for example, found that work stress had a negative but insignificant effect on quiet quitting, whereas Aydin (2022) and Hiltunen (2023) suggested that burnout and high work demands may contribute to the emergence of quiet quitting. Differences are also found in studies examining the relationship between burnout and job satisfaction. Megaster et al. (2021) found that burnout had a negative but insignificant effect on job satisfaction, while other studies reported different patterns of relationships between work-related stress and employee attitudes.

Research examining the relationship between work-life balance and job satisfaction has also produced varying findings. Pratama and Setiadi (2021), Megaster et al. (2021), Rahmawati and Gunawan (2021), and Irawanto et al. (2021) found that work-life balance had a positive and significant relationship with job satisfaction. Meanwhile, Al-Alawi et al. (2021) showed that work-life balance was more strongly associated with employee performance than with job satisfaction. These differences indicate that the relationship between work-life balance and job satisfaction remains relevant for further examination in different organizational contexts.

The research gap becomes more evident because studies simultaneously examining the influence of burnout and work-life balance on quiet quitting, with job satisfaction positioned as an intervening variable, remain limited, particularly among millennial employees in Indonesia. Existing studies have tended to examine individual relationships involving work stress, motivation, leadership, engagement, commitment, or other factors related to quiet quitting (Johnson, 2023; Hiltunen, 2023; Putra, 2024). Therefore, further empirical research is needed to examine how burnout and work-life balance influence quiet quitting through job satisfaction.

This study focuses on millennial employees of PT Cahaya Pengajaran Abadi (CPA) in Balikpapan. PT Cahaya Pengajaran Abadi (CPA) operates in supplier, trading, contractor, and service activities, including lubricant distribution, mechanical and electrical services, construction, logistics, safety equipment, and other supporting services. The company has operational facilities in Balikpapan and employs 129 workers at its Balikpapan facility. The characteristics of work involving distribution, logistics, technical services, and operational activities provide a relevant context for examining burnout, work-life balance, job satisfaction, and quiet quitting among millennial employees.

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Based on the identified research gap and the work characteristics of the research object, this study aims to analyze the effects of burnout and work-life balance on quiet quitting, as well as to examine the role of job satisfaction as an intervening variable in these relationships among millennial employees of PT Cahaya Pengajaran Abadi (CPA) in Balikpapan. The study is expected to contribute empirical evidence to the human resource management literature and provide practical insight for organizations in managing burnout, strengthening work-life balance and job satisfaction, and reducing the potential for quiet quitting.

LITERATURE REVIEW

Organizational Behavior Theory

Organizational Behavior Theory explains how individuals think, feel, and behave within an organizational environment. Employee behavior is influenced by individual characteristics as well as organizational conditions, including motivation, perception, job satisfaction, work stress, leadership, and social relationships. Organizational behavior can be examined at the individual, group, and organizational levels, where individual attitudes such as job satisfaction may influence subsequent work behavior (Colquitt et al., 2021; Robbins & Judge, 2022).

Social Exchange Theory

Social Exchange Theory (SET) explains that relationships between employees and organizations are based on reciprocal exchanges. Blau (1964) argues that individuals tend to respond positively when they receive favorable treatment, support, and benefits from others. Conversely, when employees perceive that the exchange relationship is unbalanced, they may reduce the contribution they provide to the organization. Cropanzano and Mitchell (2005) further explain that social exchange is based on reciprocity, trust, commitment, and expectations of future returns.

Burnout

Burnout refers to a psychological condition resulting from prolonged exposure to work-related stress. It is characterized by emotional exhaustion, cynicism or a distant attitude toward work, and reduced feelings of professional accomplishment (Maslach et al., 2001). Maslach and Leiter (2008) emphasize that burnout develops when there is a persistent mismatch between employees and important aspects of their work environment.

Burnout is particularly relevant to employee attitudes and behavior because prolonged exhaustion may reduce employees' psychological resources and willingness to invest additional effort in their work. Employees experiencing burnout may therefore

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focus only on completing their formal responsibilities rather than demonstrating additional initiative or involvement. This condition is conceptually related to quiet quitting, in which employees limit their contribution to the minimum requirements of their jobs (Aydin, 2022; Hiltunen, 2023).

Work-Life Balance

Work-life balance refers to the extent to which individuals are able to manage and harmonize the demands of work and personal life. A balanced condition allows employees to allocate adequate time and energy to both domains without excessive conflict between work and personal responsibilities. Work-life balance is therefore closely related to employees' psychological well-being and their evaluation of the work environment (Komari & Susilowati, 2020).

A favorable work-life balance can support positive employee attitudes because employees have greater opportunities to manage their time, personal responsibilities, and work demands. Conversely, prolonged imbalance may result in exhaustion, work-family conflict, reduced motivation, and disengagement. Research has shown that work-life balance is positively associated with job satisfaction, including among millennial employees (Pratama & Setiadi, 2021; Irawanto et al., 2021). Other studies have also demonstrated that inadequate work-life balance can contribute to burnout (Desnithalia & Purba, 2021).

Job Satisfaction

Job satisfaction represents an employee's positive or negative evaluation of their job and work experience. It reflects how employees perceive and feel about various aspects of their employment, including the work itself, organizational conditions, relationships, compensation, leadership, and opportunities available to them (Sutisna, 2021). Job satisfaction is an important work attitude because it is associated with employees' motivation, involvement, and subsequent work behavior.

Employees with higher levels of job satisfaction tend to develop more positive attitudes toward their work and organization. In contrast, dissatisfaction may encourage withdrawal behavior and reduced involvement in organizational activities. This relationship is particularly relevant to quiet quitting because employees who are dissatisfied may continue to perform their formal duties while reducing discretionary effort and psychological involvement in their work (Mahand & Caldwell, 2023; Yikilmaz, 2022).

Quiet Quitting

Quiet quitting is a relatively recent term in academic discussions describing a condition in which employees continue to perform their formal job responsibilities but limit

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their willingness to provide additional effort or involvement beyond those requirements. It does not necessarily mean that employees literally resign from their jobs. Instead, employees remain in the organization while psychologically or behaviorally limiting their contribution (Indrawati & Panggabean, 2023).

Quiet quitting has been associated with disengagement, dissatisfaction, excessive work demands, and unfavorable organizational conditions. Desnithalia and Purba (2021) describe a related pattern in which employees restrict their activities to their formal job descriptions without demonstrating additional initiative. From the perspective of employee behavior, quiet quitting can therefore be understood as a form of withdrawal in which employees maintain their employment but reduce discretionary contributions.

RESEARCH METHODOLOGY

This study investigates the relationships between burnout, work-life balance, job satisfaction, and quiet quitting among millennial employees of PT Cahaya Pengajaran Abadi (CPA) in Balikpapan. A quantitative cross-sectional approach was employed, with data collected at a single point in time through structured questionnaires. The study involved 117 millennial employees selected from a population of 129 employees at the company's Balikpapan operation.

Data were obtained primarily through questionnaires using a five-point Likert scale. The questionnaire captured respondents' perceptions of burnout, work-life balance, job satisfaction, and quiet quitting. The research model positioned burnout and work-life balance as exogenous constructs, job satisfaction as a mediating construct, and quiet quitting as the endogenous construct.

The proposed relationships were examined using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS. This technique was used to evaluate both the measurement and structural models and to estimate the direct and indirect relationships among the constructs (Hair et al., 2017; Hair et al., 2019). The measurement model was assessed in terms of indicator reliability, convergent validity, discriminant validity, and construct reliability. The structural model was subsequently evaluated using R^2 and f^2, while the hypotheses were tested through bootstrapping. Mediation was assessed by examining the significance of the indirect effects of burnout and work-life balance on quiet quitting through job satisfaction.

RESULTS

Descriptive Statistics

Descriptive statistics were used to provide an overview of the distribution and characteristics of the variables examined in this study. The analysis included the

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minimum value, maximum value, mean, and standard deviation for each variable based on 117 respondents.

Table 1. Descriptive Statistics

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Burnout	117	17.00	74.00	44.8291	14.73226
Work-Life Balance	117	15.00	72.00	45.4872	14.43452
Job Satisfaction	117	14.00	60.00	36.0684	11.11672
Quiet Quitting	117	9.00	45.00	27.0000	9.04872

Source: Processed research data, 2026.

The descriptive results indicate that Burnout had a mean score of 44.8291, with scores ranging from 17.00 to 74.00. Work-Life Balance recorded a mean of 45.4872, ranging from 15.00 to 72.00. Job Satisfaction had a mean of 36.0684, with scores between 14.00 and 60.00, while Quiet Quitting had a mean of 27.0000, with scores ranging from 9.00 to 45.00. The standard deviations indicate variation in respondents' scores across all four constructs.

Measurement Model

The measurement model was evaluated through convergent validity, discriminant validity, and construct reliability. Convergent validity was assessed using outer loadings and Average Variance Extracted (AVE). All 51 indicators demonstrated outer loading values above the minimum threshold of 0.70. The outer loading values ranged from 0.737 to 0.810 for Burnout, 0.743 to 0.814 for Job Satisfaction, 0.762 to 0.812 for Quiet Quitting, and 0.747 to 0.806 for Work-Life Balance. The highest loading was recorded for KK9 (0.814), while the lowest was BO5 (0.737). Thus, all indicators met the convergent validity requirement.

Table 2. Average Variance Extracted

Variable	AVE	Result
Burnout	0.530	Valid
Job Satisfaction	0.507	Valid
Quiet Quitting	0.545	Valid
Work-Life Balance	0.518	Valid

Source: Processed research data, 2026.

All constructs produced AVE values above 0.50. Burnout obtained an AVE of 0.530, Job Satisfaction 0.507, Quiet Quitting 0.545, and Work-Life Balance 0.518. These results indicate that each construct met the required convergent validity criterion.

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Discriminant validity was evaluated using the Fornell–Larcker criterion. The square root of AVE values shown on the diagonal were 0.728 for Burnout, 0.712 for Job Satisfaction, 0.738 for Quiet Quitting, and 0.719 for Work-Life Balance. The Fornell–Larcker assessment was used to evaluate the distinctiveness of the constructs included in the research model.

Table 3. Fornell–Larcker Criterion

Variable	Burnout	Job Satisfaction	Quiet Quitting	Work-Life Balance
Burnout	**0.728**			
Job Satisfaction	-0.604	**0.712**		
Quiet Quitting	0.553	-0.840	**0.738**	
Work-Life Balance	-0.030	0.584	-0.584	**0.719**

Source: Processed research data, 2026.

Construct reliability was assessed using Cronbach's Alpha, rho_A, and Composite Reliability. All values exceeded the 0.70 threshold. Cronbach's Alpha ranged from 0.895 to 0.937, while Composite Reliability ranged from 0.915 to 0.944.

Table 4. Construct Reliability

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Result
Burnout	0.937	0.944	0.944	Reliable
Job Satisfaction	0.910	0.914	0.924	Reliable
Quiet Quitting	0.895	0.899	0.915	Reliable
Work-Life Balance	0.933	0.935	0.941	Reliable

Source: Processed research data, 2026.

The results demonstrate that the measurement model fulfilled the required validity and reliability criteria, allowing the analysis to proceed to the structural model.

Structural Model

The structural model was assessed using the coefficient of determination (R^2) and effect size (f^2). The results show that the model had substantial explanatory capability for both endogenous variables.

Table 5. Coefficient of Determination

Endogenous Variable	R^2	Adjusted R^2
Job Satisfaction	0.685	0.679

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Quiet Quitting	0.736	0.729

Source: Processed research data, 2026.

Job Satisfaction obtained an R^2 value of 0.685, indicating that Burnout and Work-Life Balance jointly explained 68.5% of the variance in Job Satisfaction, while the remaining 31.5% was attributable to factors outside the model. Quiet Quitting obtained an R^2 value of 0.736, indicating that Burnout, Work-Life Balance, and Job Satisfaction jointly explained 73.6% of its variance, with the remaining 26.4% explained by other factors outside the research model.

Table 6. Effect Size (f^2)

Structural Relationship	f^2
Burnout → Job Satisfaction	1.092
Work-Life Balance → Job Satisfaction	1.016
Burnout → Quiet Quitting	0.068
Work-Life Balance → Quiet Quitting	0.106
Job Satisfaction → Quiet Quitting	0.407

Source: Processed research data, 2026.

The largest effect size was observed for the relationship between Burnout and Job Satisfaction (f^2 = 1.092), followed by Work-Life Balance and Job Satisfaction (f^2 = 1.016). The effect sizes of Burnout and Work-Life Balance on Quiet Quitting were 0.068 and 0.106, respectively, while Job Satisfaction had an effect size of 0.407 on Quiet Quitting.

Direct Effects and Hypothesis Testing

The direct effects were assessed using path coefficients, t-statistics, and p-values obtained through bootstrapping. All five direct relationships were statistically significant, with p-values below 0.05.

Table 7. Direct Effects and Hypothesis Testing

	Relationship	β	T-statistic	P-value	Decision
H1	Burnout → Job Satisfaction	-0.587	10.011	0.000	Supported
H2	Work-Life Balance → Job Satisfaction	0.566	11.971	0.000	Supported
H3	Burnout → Quiet Quitting	0.194	2.949	0.003	Supported
H4	Work-Life Balance → Quiet Quitting	-0.238	3.654	0.000	Supported
H5	Job Satisfaction → Quiet Quitting	-0.584	7.261	0.000	Supported

Source: Processed research data, 2026.

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Burnout had a negative and significant effect on Job Satisfaction (β = -0.587, t = 10.011, p < 0.001). Work-Life Balance had a positive and significant effect on Job Satisfaction (β = 0.566, t = 11.971, p < 0.001). Burnout also had a positive and significant effect on Quiet Quitting (β = 0.194, t = 2.949, p = 0.003). In contrast, Work-Life Balance had a negative and significant effect on Quiet Quitting (β = -0.238, t = 3.654, p < 0.001). Job Satisfaction had a negative and significant effect on Quiet Quitting (β = -0.584, t = 7.261, p < 0.001).

Indirect Effects and Mediation Testing

The mediating role of Job Satisfaction was examined through the specific indirect effects obtained from the bootstrapping procedure. Both indirect relationships were statistically significant.

Table 8. Indirect Effects and Mediation Testing

	Indirect Relationship	β	T-statistic	P-value	Decision
H6	Burnout → Job Satisfaction → Quiet Quitting	0.342	5.748	0.000	Supported
H7	Work-Life Balance → Job Satisfaction → Quiet Quitting	-0.330	5.911	0.000	Supported

Source: Processed research data, 2026.

The indirect effect of Burnout on Quiet Quitting through Job Satisfaction was positive and significant (β = 0.342, t = 5.748, p < 0.001). Meanwhile, Work-Life Balance had a negative and significant indirect effect on Quiet Quitting through Job Satisfaction (β = -0.330, t = 5.911, p < 0.001).

Because both the direct and indirect effects were statistically significant, Job Satisfaction functions as a partial mediator in both relationships. Therefore, H6 and H7 were supported. Overall, all seven hypotheses proposed in the study were supported by the empirical results.

DISCUSSION

Burnout and Job Satisfaction

The findings show that Burnout has a negative and significant effect on Job Satisfaction among millennial employees of PT Cahaya Pengajaran Abadi (CPA). This result indicates that higher levels of burnout are associated with lower levels of job satisfaction. Employees who experience greater emotional exhaustion, cynicism, and reduced work effectiveness tend to evaluate their work experiences less positively.

This finding can be explained through Organizational Behavior Theory, which emphasizes that individual conditions and experiences within the workplace can influence

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employees' attitudes toward their jobs. Burnout represents a psychological condition that may negatively affect employees' perceptions and attitudes toward their work. From the perspective of Social Exchange Theory, prolonged work demands that are perceived as excessive may create an imbalance in the exchange relationship between employees and the organization. Such conditions may reduce employees' positive evaluations of their work experience and consequently lower job satisfaction.

The result is consistent with Wulantika and Atifah (2024), who found that job burnout significantly affects job satisfaction. The finding also supports the negative relationship reported by Megaster et al. (2021), although their study found that the relationship was not statistically significant. The difference in significance may reflect differences in organizational context and respondent characteristics.

Therefore, the results confirm that burnout is an important factor associated with job satisfaction among millennial employees at CPA. **H1 is supported.**

Work-Life Balance and Job Satisfaction

The findings demonstrate that Work-Life Balance has a positive and significant effect on Job Satisfaction. This means that employees who perceive a better balance between their work responsibilities and personal lives tend to report higher levels of job satisfaction.

From the perspective of Organizational Behavior Theory, employees' ability to manage work and non-work demands contributes to their overall work experience and attitudes. When employees have sufficient opportunities to fulfill personal and family responsibilities without excessive interference from work, they are more likely to develop positive attitudes toward their jobs. Social Exchange Theory further suggests that organizational conditions that support employees' work-life balance can be perceived as valuable benefits and forms of organizational support. Employees may respond to these positive experiences through more favorable attitudes toward their work.

This finding is consistent with Alif et al. (2026), Wulantika and Atifah (2024), Rachmawati and Susanto (2024), Pratama and Setiadi (2021), and Pangemanan et al. (2021), who reported a positive relationship between Work-Life Balance and Job Satisfaction. These findings strengthen the argument that work-life balance is an important determinant of employees' satisfaction with their jobs.

Thus, better Work-Life Balance contributes to higher Job Satisfaction among millennial employees of CPA. **H2 is supported.**

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Burnout and Quiet Quitting

The results indicate that Burnout has a positive and significant effect on Quiet Quitting. Higher levels of burnout are therefore associated with a greater tendency among employees to limit their involvement and contribution to work.

Burnout may cause employees to experience exhaustion, cynicism, and reduced effectiveness, which can encourage them to conserve their psychological resources by limiting additional effort beyond their basic responsibilities. This pattern is consistent with the concept of Quiet Quitting, in which employees continue fulfilling their formal duties but reduce discretionary effort and involvement.

The finding is supported by Aydin (2022), who identified burnout as a condition associated with the emergence of Quiet Quitting. It is also consistent with Marwa and Kusuma (2025), who found a positive and significant effect of job burnout on Quiet Quitting among Generation Z employees. Galanis et al. (2025) similarly identified job burnout as a positive predictor of Quiet Quitting.

From an Organizational Behavior perspective, the finding demonstrates that employees' psychological conditions can be reflected in their workplace behavior. In the context of CPA, whose operations include distribution, logistics, construction, technical services, and other operational activities, employees may face varying levels of work demands that are relevant to the development of burnout and subsequent changes in work involvement.

Accordingly, increased burnout is associated with increased Quiet Quitting among millennial employees at CPA. **H3 is supported.**

Work-Life Balance and Quiet Quitting

The findings show that Work-Life Balance has a negative and significant effect on Quiet Quitting. This indicates that employees with better work-life balance tend to have a lower tendency to restrict their involvement and contribution to work.

A healthy balance between work and personal life allows employees to manage competing demands more effectively and may support greater psychological availability for work. Conversely, persistent imbalance may cause employees to perceive work as excessively consuming their time and energy, encouraging them to limit their involvement to minimum responsibilities.

This relationship is also consistent with Social Exchange Theory. When employees perceive that the organization provides conditions that support their personal and family needs, they may view the employment relationship more positively and respond with stronger involvement. Conversely, insufficient support for work-life balance may weaken the perceived quality of the exchange relationship and encourage employees to reduce discretionary contributions.

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The finding is consistent with Alif et al. (2026), who found that Work-Life Balance negatively and significantly affects Quiet Quitting. Paranamana and Kaluarachchige (2024) also reported a negative relationship between Work-Life Balance and Quiet Quitting among manufacturing employees.

Therefore, better Work-Life Balance is associated with a lower tendency toward Quiet Quitting among millennial employees at CPA. **H4 is supported.**

Job Satisfaction and Quiet Quitting

The results demonstrate that Job Satisfaction has a negative and significant effect on Quiet Quitting. This means that employees who are more satisfied with their jobs tend to show a lower tendency to limit their work involvement to minimum requirements.

Job satisfaction reflects employees' evaluation of their work and organizational experiences. Employees who are satisfied with their jobs are more likely to maintain positive attitudes and involvement in their work, whereas lower satisfaction may encourage psychological withdrawal and reduced discretionary effort. In this context, Quiet Quitting can represent one form of reduced involvement arising from less positive work experiences.

The finding is consistent with Galanis et al. (2025), who found that Job Satisfaction negatively predicts Quiet Quitting and also plays a role in the relationship between burnout and Quiet Quitting. Paranamana and Kaluarachchige (2024) similarly found a negative and significant relationship between Job Satisfaction and Quiet Quitting.

The result also supports Social Exchange Theory because positive work experiences and favorable evaluations of the employment relationship may encourage employees to maintain their contribution to the organization. Therefore, higher Job Satisfaction is associated with lower Quiet Quitting among millennial employees at CPA. **H5 is supported.**

The Mediating Role of Job Satisfaction in the Relationship Between Burnout and Quiet Quitting

The findings demonstrate that Job Satisfaction significantly mediates the relationship between Burnout and Quiet Quitting. The mediation effect indicates that burnout is associated with Quiet Quitting not only directly but also indirectly through its effect on Job Satisfaction.

The mechanism can be understood from the significant relationships among the three variables. Higher burnout reduces job satisfaction, while lower job satisfaction is associated with higher Quiet Quitting. Consequently, burnout may contribute to Quiet Quitting through the deterioration of employees' satisfaction with their work.

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This finding is consistent with Galanis et al. (2025), who found that Job Satisfaction mediates the relationship between Job Burnout and Quiet Quitting. Paranamana and Kaluarachchige (2024) also found a similar mediating role of Job Satisfaction. Putra (2024) further demonstrated that Job Satisfaction can function as a mechanism linking work-related stress to Quiet Quitting.

The direct effect of Burnout on Quiet Quitting remains significant while the indirect effect through Job Satisfaction is also significant. Therefore, Job Satisfaction acts as a partial mediator. This suggests that reducing burnout may help reduce Quiet Quitting through two mechanisms: directly reducing withdrawal tendencies and indirectly improving employees' job satisfaction. **H6 is supported.**

The Mediating Role of Job Satisfaction in the Relationship Between Work-Life Balance and Quiet Quitting

The findings also demonstrate that Job Satisfaction significantly mediates the relationship between Work-Life Balance and Quiet Quitting. Better Work-Life Balance contributes to higher Job Satisfaction, which in turn is associated with lower Quiet Quitting.

This relationship illustrates that work-life balance can influence employees' behavioral responses through their evaluation of the work experience. When employees are able to maintain an appropriate balance between work and personal life, they may experience greater satisfaction with their jobs. Higher satisfaction subsequently reduces the tendency to restrict work involvement and contribution.

The finding is consistent with Alif et al. (2026), who reported that Work-Life Balance positively affects Job Satisfaction and negatively affects Quiet Quitting. Paranamana and Kaluarachchige (2024) also found that Job Satisfaction mediates the relationship between Work-Life Balance and Quiet Quitting. These findings support the proposed mechanism in which work-life balance influences Quiet Quitting both directly and through employees' job satisfaction.

Because the direct effect of Work-Life Balance on Quiet Quitting and its indirect effect through Job Satisfaction are both significant, Job Satisfaction functions as a partial mediator. Thus, improving work-life balance can reduce Quiet Quitting directly and indirectly by increasing Job Satisfaction. **H7 is supported.**

CONCLUSION

This study concludes that Burnout, Work-Life Balance, and Job Satisfaction are important factors associated with Quiet Quitting among millennial employees of PT Cahaya Pengajaran Abadi (CPA) in Balikpapan. Burnout was found to have a negative and significant effect on Job Satisfaction and a positive and significant effect on Quiet

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Quitting. These findings indicate that higher burnout is associated with lower job satisfaction and a greater tendency toward Quiet Quitting.

Work-Life Balance was found to have a positive and significant effect on Job Satisfaction and a negative and significant effect on Quiet Quitting. This indicates that better balance between work and personal life is associated with higher job satisfaction and lower tendencies toward Quiet Quitting. Job Satisfaction itself had a negative and significant effect on Quiet Quitting, indicating that employees with higher levels of job satisfaction tend to have lower tendencies to limit their work involvement.

The mediation analysis further demonstrates that Job Satisfaction significantly mediates the relationships between Burnout and Quiet Quitting and between Work-Life Balance and Quiet Quitting. Both mediation relationships were classified as partial mediation, because the direct and indirect effects remained significant. Overall, all seven hypotheses proposed in this study were supported.

These findings suggest that reducing Quiet Quitting requires attention not only to employees' direct work conditions but also to their satisfaction with their jobs. Organizations can therefore focus on managing excessive work demands, strengthening employees' work-life balance, and creating a positive work environment to support job satisfaction and maintain employee involvement.

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