

The Effect of Burnout and Organizational Justice on Quiet Quitting Behavior among Generation Z Employees in Jakarta: The Mediating Role of Work Engagement

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This study examines the effects of burnout and organizational justice on quiet quitting among Generation Z employees in Jakarta, with work engagement as a mediating variable. A quantitative approach with a cross-sectional survey design was employed, involving 280 Generation Z employees aged 22–27 years who had worked in formal organizations in Jakarta for at least one year. Data were collected through an online questionnaire and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4. The measurement model demonstrated satisfactory convergent validity, discriminant validity, and internal consistency reliability. The structural model showed strong explanatory power, with an R^2 of 0.934 for quiet quitting and 0.714 for work engagement, while Q^2 values of 0.817 and 0.622 indicated strong predictive relevance. The results revealed that burnout had a positive and significant effect on quiet quitting and work engagement. Organizational justice and work engagement also had positive and significant effects on quiet quitting. Furthermore, work engagement significantly mediated the relationship between burnout and quiet quitting, as well as the relationship between organizational justice and quiet quitting. These findings indicate that burnout, organizational justice, and work engagement are important factors associated with quiet quitting behavior among Generation Z employees. The study highlights the importance of managing employee burnout, strengthening organizational fairness, and understanding employee engagement in developing effective human resource strategies for younger workers.

Keywords: Burnout, Organizational Justice, Quiet Quitting, Work Engagement, Generation Z

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1. Introduction

The contemporary labor market has undergone substantial transformation following the COVID-19 pandemic, particularly in terms of employees' expectations, work attitudes, and psychological attachment to organizations. One phenomenon that has attracted increasing attention in human resource management is quiet quitting, which refers to employees' tendency to perform only the tasks formally required by their job descriptions while deliberately limiting additional effort, emotional investment, and discretionary contribution to the organization. Unlike conventional turnover, quiet quitting does not necessarily involve physically leaving an organization; instead, it represents a form of psychological withdrawal in which employees remain formally employed but reduce their involvement beyond minimum job requirements. This phenomenon has become increasingly relevant as employees reassess the boundaries between professional responsibilities, personal well-being, and organizational commitment (Pew Research Center, 2023; Serenko, 2023).

Quiet quitting has particular relevance among Generation Z employees, who have entered the workforce with different expectations regarding flexibility, meaningful work, fairness, psychological well-being, and work-life balance. Compared with previous generations, Generation Z employees tend to place greater emphasis on the quality of the employment relationship and on whether organizational practices are consistent with their personal values and expectations. Consequently, unfavorable working conditions may not always immediately lead them to resign; instead, employees may psychologically distance themselves from their organizations while continuing to fulfill basic contractual obligations. Previous studies indicate that quiet quitting can emerge as a response to declining job satisfaction, excessive workloads, weak organizational attachment, and unmet expectations regarding the employment relationship (Formica & Sfodera, 2022; Serenko, 2023). In the Indonesian context, recent studies have also emphasized the growing relevance of quiet quitting among Generation Z employees (Setiawan & Wibowo, 2024; Narendra & A'yunnisa, 2025).

One of the psychological conditions that may encourage quiet quitting is burnout. Burnout represents a prolonged response to chronic workplace stress and is generally reflected through emotional exhaustion, cynicism or depersonalization, and reduced professional efficacy (Maslach et al., 2001). Employees experiencing persistent workload pressures, role ambiguity, performance expectations, and insufficient recovery may gradually experience depletion of their emotional and psychological resources. From the perspective of Conservation of Resources Theory, individuals attempt to obtain, maintain, and protect valuable personal resources. When these resources are continuously depleted by occupational demands, employees may adopt defensive strategies to prevent further resource loss (Hobfoll, 1989). In this context, limiting work involvement to formally required tasks can represent a resource-conservation strategy and potentially manifest as quiet quitting.

Empirical evidence has demonstrated that burnout is closely associated with various forms of employee withdrawal. Emotional exhaustion, in particular, can reduce motivation and encourage employees to psychologically distance themselves from their jobs (Halbesleben & Bowler, 2007). More recent research has similarly shown that workplace stress and burnout are associated with stronger tendencies toward quiet quitting behavior (Galanis et al., 2024). Among Generation Z employees, burnout may become particularly important because younger employees often face the simultaneous challenges of career adaptation, performance demands, technological intensity, and expectations regarding rapid professional development. Studies conducted in Indonesia have also documented the relationship between job burnout and quiet quitting among Generation Z employees (Wulandari & Nastiti, 2024; Prabandhini & Widyatmoko, 2025). These findings suggest that burnout constitutes an important antecedent that should be considered when explaining psychological withdrawal in younger workforces.

In addition to psychological strain, employees' perceptions of organizational justice may influence their willingness to remain actively engaged in their organizations. Organizational justice concerns employees' perceptions regarding the fairness of outcomes, decision-making procedures, and interpersonal treatment within organizations. It is commonly conceptualized through distributive justice, procedural justice, and interactional justice (Colquitt et al., 2001). When employees perceive that rewards, responsibilities, organizational procedures, and managerial treatment are unfair, they may reassess the balance between what they contribute to the organization and what they receive in return. Such perceptions can reduce willingness to perform discretionary behaviors and may eventually encourage psychological withdrawal. Conversely, fair organizational practices can strengthen employees' perceptions that their contribution is valued and that organizational processes are legitimate.

Organizational justice is especially pertinent to Generation Z employees because this generation tends to attach substantial importance to transparency, equality, inclusion, and respectful treatment in the workplace. Perceptions of unfairness may therefore affect not only job satisfaction but also employees' willingness to invest additional psychological and behavioral resources in their work. Previous research demonstrates that organizational justice has important implications for employee attitudes and workplace behaviors (Colquitt et al., 2001). In the Indonesian context, organizational justice has also been linked to work engagement among employees in formal-sector organizations (Utami & Kurniawan, 2023), while Pratama and Rahayu (2023) showed that organizational justice and work engagement may contribute to minimizing counterproductive workplace behavior. Accordingly, organizational justice may provide an important organizational explanation for differences in quiet quitting tendencies among younger employees.

An important psychological mechanism connecting workplace conditions and quiet quitting is work engagement. Work engagement refers to a positive, fulfilling, work-related psychological state characterized by vigor, dedication, and absorption (Schaufeli & Bakker, 2004). Highly engaged employees demonstrate greater energy, stronger identification with their work, and deeper concentration on their occupational responsibilities. The Job Demands–Resources (JD-R) Theory explains that excessive job demands may generate strain and burnout, whereas adequate job resources can promote motivation and work engagement (Bakker & Demerouti, 2017). Consequently, burnout, organizational justice, and work engagement should not necessarily be viewed as independent predictors of workplace behavior. Instead, work engagement may constitute a psychological mechanism through which employees translate workplace experiences into behavioral responses.

The mediating role of work engagement is particularly relevant in explaining quiet quitting. When employees experience prolonged burnout, their emotional and cognitive resources may become depleted, weakening their capacity to maintain active involvement in work. In contrast, perceptions of fair treatment and organizational procedures may strengthen employees' sense of appreciation and psychological attachment, thereby supporting higher engagement. Changes in engagement may subsequently influence employees' willingness to exert effort beyond minimum requirements. Previous evidence indicates a relationship between work engagement and quiet quitting among Generation Z employees (Salsabila & Prabowo, 2024). Nevertheless, much of the existing literature has examined burnout, organizational justice, work engagement, and quiet quitting through separate or partially connected relationships rather than within an integrated explanatory framework.

This limitation constitutes an important research gap. Although previous studies have investigated burnout and quiet quitting (Galanis et al., 2024; Wulandari & Nastiti, 2024; Prabandhini & Widyatmoko, 2025), as well as organizational justice and work engagement (Utami & Kurniawan, 2023), relatively limited empirical research has simultaneously integrated burnout and organizational justice as antecedents of quiet quitting while positioning work engagement as a mediating mechanism, particularly among Generation Z employees in Jakarta. This study therefore offers a more integrated perspective by combining psychological strain and perceived organizational fairness within a single structural model. The Jakarta context is also relevant because employees in a major metropolitan labor market face intensive competition, demanding work environments, and rapidly changing expectations concerning career development and employment relationships.

Accordingly, this study aims to examine the effects of burnout and organizational justice on quiet quitting behavior among Generation Z employees in Jakarta, with work engagement as a mediating variable. Specifically, the study analyzes the direct relationships among burnout, organizational justice, work

engagement, and quiet quitting, as well as the indirect effects of burnout and organizational justice on quiet quitting through work engagement. The study is expected to contribute theoretically by extending the explanation of quiet quitting through the integration of the Conservation of Resources perspective, organizational justice perspective, and Job Demands–Resources Theory. From a managerial perspective, the findings are expected to provide insights for organizations seeking to reduce psychological withdrawal among younger employees by controlling burnout, strengthening fairness in organizational practices, and fostering sustainable work engagement.

2. Literature Review And Problem Statement

Quiet Quitting

Quiet quitting has emerged as an important issue in contemporary human resource management, particularly following changes in employees' attitudes toward work after the COVID-19 pandemic. Rather than referring to actual resignation, quiet quitting describes a psychological and behavioral condition in which employees remain formally employed but intentionally restrict their effort to the minimum requirements stated in their job descriptions. Employees engaging in quiet quitting tend to reduce discretionary effort, emotional commitment, organizational involvement, and willingness to perform beyond formally prescribed duties (Serenko, 2023).

The phenomenon differs from conventional turnover because employees do not physically leave the organization. Instead, they remain members of the organization while psychologically withdrawing from broader organizational responsibilities. Such behavior may be interpreted as a form of silent disengagement resulting from dissatisfaction, excessive job demands, perceived unfairness, or weakened emotional attachment to the organization. Formica and Sfodera (2022) argue that changes in workplace expectations, particularly following the expansion of hybrid and flexible work arrangements, have contributed to employees reassessing the boundaries between formal job requirements and additional organizational contributions.

Quiet quitting is particularly relevant among Generation Z employees. This generation tends to place considerable emphasis on psychological well-being, work–life balance, meaningful work, fairness, and flexibility. Consequently, when organizational conditions fail to meet these expectations, employees may choose psychological withdrawal rather than immediate resignation. Studies in Indonesia have also demonstrated that quiet quitting among Generation Z is associated with burnout, job dissatisfaction, organizational experiences, and reduced employee engagement (Wulandari & Nastiti, 2024; Narendra & A'yuninnisa, 2025; Setiawan & Wibowo, 2024).

In this study, quiet quitting is positioned as the principal behavioral outcome that may be influenced by employees' psychological strain and their perceptions of organizational conditions. Burnout represents a strain-related antecedent, whereas organizational justice represents employees' evaluations of fairness within the organization. Work engagement is subsequently positioned as a psychological mechanism that may explain how these conditions are translated into quiet quitting behavior.

Burnout and Quiet Quitting

Burnout is a psychological syndrome arising from prolonged exposure to chronic workplace stress. Maslach et al. (2001) conceptualize burnout through three principal dimensions: emotional exhaustion, depersonalization or cynicism, and reduced personal accomplishment or professional efficacy. Emotional exhaustion reflects the depletion of employees' psychological and emotional resources, while cynicism

represents psychological distancing from work. Reduced professional efficacy reflects declining perceptions of competence and achievement.

The relationship between burnout and quiet quitting can be explained through Conservation of Resources (COR) Theory. Hobfoll (1989) proposes that individuals are motivated to obtain, maintain, and protect resources that they consider valuable, including physical energy, emotional capacity, time, social support, and psychological well-being. Persistent workplace demands may progressively deplete these resources. When individuals perceive that their resources are threatened or exhausted, they tend to adopt strategies aimed at preventing further resource loss.

In an organizational context, limiting work involvement to formal job responsibilities may represent such a conservation strategy. Employees experiencing high burnout may deliberately reduce additional work effort, voluntary participation, and emotional investment to protect their remaining psychological resources. Therefore, quiet quitting may function as a coping mechanism through which employees maintain employment while reducing exposure to further resource depletion.

Previous empirical research supports the association between burnout and withdrawal-related behavior. Halbesleben and Bowler (2007) found that emotional exhaustion is associated with reduced motivation and workplace withdrawal. Galanis et al. (2024) further demonstrated that workplace stress and burnout are important determinants of quiet quitting behavior. Similar evidence has been reported among Generation Z employees in Indonesia, where job burnout has been associated with stronger quiet quitting tendencies (Wulandari & Nastiti, 2024; Prabandhini & Widyatmoko, 2025).

Accordingly, employees who experience higher levels of burnout are expected to demonstrate stronger tendencies toward psychological withdrawal and minimum-role performance. Therefore, the following hypothesis is proposed:

H1: Burnout has a positive effect on quiet quitting among Generation Z employees.

Burnout and Work Engagement

Work engagement represents a positive psychological condition characterized by high levels of energy, enthusiasm, commitment, and concentration in performing work activities. Schaufeli and Bakker (2004) conceptualize work engagement through three dimensions: vigor, dedication, and absorption. Vigor refers to high energy and mental resilience during work, dedication reflects strong involvement and a sense of significance toward work, while absorption refers to full concentration and immersion in job activities.

The relationship between burnout and work engagement can be explained through the Job Demands–Resources (JD-R) Theory. According to Bakker and Demerouti (2017), excessive job demands can initiate a health-impairment process that generates exhaustion and burnout, whereas sufficient job resources encourage a motivational process that promotes work engagement. Burnout and work engagement are therefore theoretically related but represent contrasting psychological experiences.

Employees suffering from emotional exhaustion tend to possess fewer psychological resources to invest in their jobs. Prolonged stress can reduce energy, motivation, concentration, and enthusiasm, thereby weakening vigor, dedication, and absorption. Burnout can thus reduce employees' capacity to maintain meaningful psychological attachment to their work.

This relationship becomes particularly important among Generation Z employees, who tend to value meaningful working experiences and psychological well-being. Persistent burnout may weaken their motivation to invest substantial emotional and cognitive resources in organizational activities. Accordingly, the following hypothesis is formulated:

H2: Burnout has a negative effect on work engagement among Generation Z employees.

Organizational Justice and Quiet Quitting

Organizational justice refers to employees' perceptions regarding fairness within organizational decision-making, resource allocation, and interpersonal interactions. Colquitt et al. (2001) explain organizational justice as a multidimensional construct involving distributive, procedural, and interactional aspects of fairness. Distributive justice concerns the fairness of organizational outcomes and resource allocation, procedural justice concerns the fairness of decision-making processes, while interactional justice relates to respectful, transparent, and appropriate interpersonal treatment.

Perceptions of organizational injustice may motivate employees to reduce their organizational contribution. When employees perceive imbalance between their contributions and the rewards or treatment received from the organization, they may attempt to restore perceived equity by reducing effort. Rather than formally resigning, employees may reduce discretionary behaviors and restrict their contribution to contractual responsibilities.

Such mechanisms are particularly relevant to Generation Z employees because fairness, transparency, inclusion, and respectful treatment constitute important criteria when evaluating employment relationships. Unfair compensation, unclear promotion procedures, inconsistent managerial decisions, and disrespectful interpersonal treatment can undermine employees' psychological attachment and encourage disengagement.

Colquitt et al. (2001) demonstrated that organizational justice has significant implications for employee attitudes and organizational behavior. Pratama and Rahayu (2023) similarly emphasized the role of organizational justice and employee engagement in minimizing counterproductive workplace behavior. Therefore, greater perceived organizational justice should reduce employees' tendency to psychologically withdraw from the organization.

Based on this argument, the following hypothesis is proposed:

H3: Organizational justice has a negative effect on quiet quitting among Generation Z employees.

Organizational Justice and Work Engagement

Organizational justice may also function as an important organizational resource that strengthens employee engagement. Employees who perceive organizational procedures, outcomes, and interpersonal relationships as fair are more likely to experience psychological safety, trust, and a sense of organizational membership. These positive experiences can encourage employees to invest greater energy and emotional resources in their work.

From the JD-R perspective, perceived organizational fairness may be considered an organizational resource that facilitates motivational processes. Fair reward allocation, transparent decision-making, consistent organizational procedures, and respectful interpersonal treatment may increase employees' willingness to become actively involved in their work.

Empirical evidence also suggests a relationship between organizational justice and employee engagement. Utami and Kurniawan (2023) found that distributive, procedural, and interactional justice were associated with work engagement among formal-sector employees. Employees who perceive organizational practices as fair are consequently more likely to demonstrate vigor, dedication, and absorption.

This relationship may be particularly strong for Generation Z employees because they tend to emphasize transparency and equity in workplace relationships. Based on these arguments, the following hypothesis is proposed:

H4: Organizational justice has a positive effect on work engagement among Generation Z employees.

Work Engagement and Quiet Quitting

Work engagement is expected to play an important role in preventing quiet quitting behavior. Engaged employees display high levels of energy, psychological involvement, enthusiasm, and commitment to their work. Consequently, employees with high work engagement are generally more willing to provide discretionary effort and are less likely to restrict their contributions to minimum contractual responsibilities. From the JD-R perspective, work engagement develops when employees possess sufficient job and personal resources to deal effectively with workplace demands (Bakker & Demerouti, 2017). These resources encourage employees to perceive their work as meaningful and motivate them to maintain active involvement in organizational activities.

Quiet quitting represents the opposite behavioral tendency. Employees exhibiting quiet quitting deliberately reduce discretionary contribution, while engaged employees tend to invest energy and psychological resources beyond minimum requirements. Therefore, increased work engagement should be associated with a reduced tendency toward quiet quitting.

Salsabila and Prabowo (2024) documented a relationship between work engagement and quiet quitting among Generation Z employees. Yusuf and Wijaya (2023) also emphasized employee engagement as an important managerial mechanism for preventing silent resignation or quiet quitting. Based on this theoretical and empirical evidence, the following hypothesis is proposed:

H5: Work engagement has a negative effect on quiet quitting among Generation Z employees.

The Mediating Role of Work Engagement in the Relationship between Burnout and Quiet Quitting

Burnout may affect quiet quitting not only directly but also indirectly through work engagement. According to COR Theory, prolonged stress depletes employees' psychological resources (Hobfoll, 1989). Resource depletion may subsequently reduce employees' capacity to demonstrate vigor, dedication, and absorption in their jobs. When employees become less engaged, their willingness to perform beyond minimum job requirements may decline, thereby increasing the likelihood of quiet quitting.

This mechanism can also be explained through JD-R Theory. Excessive job demands may stimulate a health-impairment process that increases burnout and simultaneously reduces employees' motivational resources. Lower levels of work engagement then facilitate psychological withdrawal from work.

Accordingly, work engagement represents an explanatory psychological mechanism connecting burnout with quiet quitting. Employees experiencing burnout may not immediately exhibit quiet quitting; instead, burnout can first reduce their psychological engagement, which subsequently encourages minimum-role behavior.

Therefore, the following hypothesis is proposed:

H6: Work engagement mediates the relationship between burnout and quiet quitting among Generation Z employees.

The Mediating Role of Work Engagement in the Relationship between Organizational Justice and Quiet Quitting

Work engagement may also mediate the relationship between organizational justice and quiet quitting. When employees perceive organizational practices as fair, they are more likely to experience psychological safety, respect, and a sense of valued organizational membership. These perceptions provide motivational resources that strengthen work engagement.

Higher engagement subsequently encourages employees to devote greater energy, dedication, and concentration to their work, thereby reducing the likelihood of limiting their contribution to minimum job requirements. Conversely, perceived organizational injustice may weaken engagement and indirectly increase employees' tendency toward psychological withdrawal.

Thus, organizational justice is expected to influence quiet quitting partly through changes in work engagement. This mechanism integrates organizational fairness with the motivational pathway proposed by JD-R Theory.

Accordingly, the following hypothesis is proposed:

H7: Work engagement mediates the relationship between organizational justice and quiet quitting among Generation Z employees.

Problem Statement and Research Gap

Although quiet quitting has attracted increasing scholarly attention, the existing literature remains fragmented. Previous studies have primarily examined particular antecedents independently. For example, Galanis et al. (2024), Wulandari and Nastiti (2024), and Prabandhini and Widyatmoko (2025) emphasize burnout as an antecedent of quiet quitting, while other studies focus on work engagement or organizational justice as separate explanations of employee behavior. Consequently, limited empirical evidence simultaneously integrates psychological strain, organizational fairness, employee engagement, and quiet quitting within a single explanatory model.

A second gap concerns the mediating mechanism underlying quiet quitting. Existing studies provide evidence that burnout and perceived organizational conditions influence employee behavior; however, comparatively limited attention has been devoted to explaining how these factors translate into quiet quitting through work engagement. Positioning work engagement as a mediator allows this study to move beyond direct-effect explanations and examine the psychological mechanism connecting workplace conditions with behavioral withdrawal.

A third gap is contextual. Studies of quiet quitting remain relatively limited in emerging labor-market contexts, particularly among Generation Z employees in Indonesia. Generation Z possesses distinctive expectations regarding meaningful work, flexibility, psychological well-being, transparency, and organizational fairness. Jakarta provides a relevant setting for examining these relationships because it represents one of Indonesia's most dynamic labor markets, characterized by intensive work demands, high occupational mobility, and substantial representation of young employees.

Based on these gaps, the central research problem addressed in this study is how burnout and organizational justice influence quiet quitting among Generation Z employees in Jakarta and whether work engagement functions as a psychological mechanism through which these effects occur. By integrating COR Theory, organizational justice perspectives, and JD-R Theory, this study develops a more comprehensive explanation of quiet quitting that combines psychological strain and organizational resources within a single structural model.

Accordingly, this study addresses the following research questions:

1. Does burnout influence quiet quitting among Generation Z employees in Jakarta?
2. Does burnout influence work engagement among Generation Z employees in Jakarta?
3. Does organizational justice influence quiet quitting among Generation Z employees in Jakarta?
4. Does organizational justice influence work engagement among Generation Z employees in Jakarta?
5. Does work engagement influence quiet quitting among Generation Z employees in Jakarta?
6. Does work engagement mediate the relationship between burnout and quiet quitting?
7. Does work engagement mediate the relationship between organizational justice and quiet quitting?

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The proposed research model therefore positions Burnout and Organizational Justice as exogenous variables, Work Engagement as a mediating variable, and Quiet Quitting as the endogenous variable. This integrated model is expected to provide a more comprehensive understanding of the psychological and organizational mechanisms underlying quiet quitting among Generation Z employees.

3. Methods

This study employed a quantitative approach with a cross-sectional survey design to examine the relationships among burnout, organizational justice, work engagement, and quiet quitting among Generation Z employees in Jakarta. The quantitative approach was selected because the study aimed to empirically test the hypothesized relationships among latent constructs within an integrated structural model. The cross-sectional design enabled data on all research variables to be collected at a single point in time, thereby providing an empirical representation of employees' perceptions and work-related behavior during the study period. In the proposed model, burnout and organizational justice were positioned as exogenous variables, work engagement as a mediating variable, and quiet quitting as the endogenous variable. The model was developed to examine both direct and indirect relationships among these constructs, particularly the mediating role of work engagement in the effects of burnout and organizational justice on quiet quitting.

The population of this study consisted of Generation Z employees working in formal organizations in Jakarta. Respondents were restricted to employees aged 22–27 years who had worked in their respective organizations for at least one year. The minimum tenure requirement was intended to ensure that respondents had sufficient organizational experience to evaluate their working conditions, perceptions of organizational justice, level of work engagement, burnout, and quiet quitting behavior. The sample was selected using a purposive sampling technique based on predetermined eligibility criteria. Respondents were required to be Generation Z employees aged 22–27 years, work in a formal organization located in Jakarta, have a minimum organizational tenure of one year, have access to the internet to complete the online questionnaire, and voluntarily agree to participate in the study. Based on these criteria, a total of 280 respondents were included in the final analysis.

Primary data were collected using a structured questionnaire administered online to eligible Generation Z employees. The questionnaire was designed to measure the four main constructs examined in the research model, namely burnout, organizational justice, work engagement, and quiet quitting. Burnout represented employees' psychological and emotional strain associated with work, organizational justice represented employees' perceptions of fairness in organizational outcomes, procedures, and interpersonal treatment, work engagement represented employees' positive psychological involvement in their work, while quiet quitting reflected employees' tendency to limit their work contribution to minimum job requirements. The collected responses were subsequently processed and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4. PLS-SEM was considered appropriate because the research model involved several latent constructs and simultaneously examined both direct and mediating relationships.

The data analysis was conducted in two main stages, namely evaluation of the measurement model and evaluation of the structural model. The measurement model was assessed to ensure that the research instrument satisfied the requirements of validity and reliability before hypothesis testing was performed. Convergent validity was evaluated using outer loading and Average Variance Extracted (AVE). Indicators were considered acceptable when their outer loading values exceeded 0.70, while an AVE value above 0.50 indicated that the construct was able to explain an adequate proportion of the variance of its indicators.

Internal consistency reliability was evaluated using Cronbach's Alpha and Composite Reliability, with values above 0.70 considered satisfactory. Discriminant validity was also examined to ensure that each latent construct was empirically distinct from the other constructs in the model.

After the measurement model fulfilled the required validity and reliability criteria, the analysis proceeded to evaluation of the structural model. The explanatory power of the endogenous constructs was assessed using the coefficient of determination (R^2), while effect size (f^2) was used to evaluate the relative contribution of the predictor constructs to the endogenous variables. Predictive relevance was also examined using Q^2 to determine the predictive capability of the structural model. Hypothesis testing was conducted using the bootstrapping procedure in SmartPLS 4.

4. Results and Discussion

The measurement model was first evaluated to ensure that all indicators and constructs met the required validity and reliability criteria before the structural relationships were examined. The outer loading results showed that all indicators had loading values above the recommended threshold of 0.70. Burnout indicators ranged from 0.911 to 0.950, organizational justice indicators ranged from 0.921 to 0.953, quiet quitting indicators ranged from 0.928 to 0.961, and work engagement indicators ranged from 0.919 to 0.965. These results indicate that all indicators demonstrated satisfactory convergent validity and could therefore be retained in the measurement model.

Table 1. Measurement Model Assessment

Construct	Outer Loading Range	Cronbach's Alpha	Composite Reliability	AVE	Conclusion
Burnout	0.911–0.950	0.964	0.972	0.873	Valid and Reliable
Organizational Justice	0.921–0.953	0.962	0.97	0.867	Valid and Reliable
Quiet Quitting	0.928–0.961	0.967	0.974	0.883	Valid and Reliable
Work Engagement	0.919–0.965	0.967	0.974	0.883	Valid and Reliable

Source: SmartPLS 4 output, processed data (2026).

The reliability assessment further demonstrated that all constructs had Cronbach's Alpha and Composite Reliability values substantially above the minimum threshold of 0.70. Cronbach's Alpha values ranged from 0.962 to 0.967, while Composite Reliability ranged from 0.970 to 0.974. These findings indicate a high degree of internal consistency among the indicators measuring each latent construct. In addition, all Average Variance Extracted (AVE) values exceeded the recommended threshold of 0.50, ranging from 0.867 to 0.883. Therefore, each construct explained a substantial proportion of the variance in its indicators and fulfilled the criterion for convergent validity.

Discriminant validity was evaluated using the Fornell–Larcker criterion. As presented in Table 2, the square root of the AVE for each construct, represented by the diagonal values, was greater than its correlations with the other constructs. Burnout had a diagonal value of 0.934, organizational justice 0.931, quiet quitting 0.962, and work engagement 0.960. Based on the Fornell–Larcker criterion, the four constructs were considered empirically distinguishable from one another.

Table 2. Fornell–Larcker Criterion

Construct	Burnout	Organizational Justice	Quiet Quitting	Work Engagement
Burnout	0.934			
Organizational Justice	0.612	0.931		
Quiet Quitting	0.862	0.81	0.962	
Work Engagement	0.845	0.785	0.953	0.96

Source: SmartPLS 4 output, processed data (2026).

The results therefore indicate that the measurement model satisfied the validity and reliability requirements and could be used for evaluating the structural model. The next stage involved assessing the explanatory power of the model through the coefficient of determination (R^2). Quiet quitting generated an R^2 value of 0.934 and an adjusted R^2 of 0.933. This result indicates that 93.4% of the variance in quiet quitting was explained by the predictor variables included in the structural model, while the remaining 6.6% was associated with factors outside the model. Work engagement generated an R^2 value of 0.714 and an adjusted R^2 of 0.713, indicating that 71.4% of its variance was explained by the antecedent variables incorporated in the model.

Table 3. Coefficient of Determination and Predictive Relevance

Endogenous Construct	R^2	Adjusted R^2	Q^2	Interpretation
Quiet Quitting	0.934	0.933	0.817	Very Strong
Work Engagement	0.714	0.713	0.622	Strong

Source: SmartPLS 4 output, processed data (2026).

The Q^2 values generated through the predictive relevance assessment were 0.817 for quiet quitting and 0.622 for work engagement. Both values were substantially greater than zero, indicating that the structural model possessed strong predictive relevance for the endogenous constructs. These findings demonstrate that the proposed model provides considerable explanatory and predictive capacity in explaining quiet quitting and work engagement among Generation Z employees in Jakarta.

The effect size analysis was subsequently conducted to determine the relative contribution of each predictor to its respective endogenous construct. Burnout generated an f^2 value of 0.226 in explaining quiet quitting and 2.501 in explaining work engagement. Organizational justice generated an f^2 value of 0.209 in explaining quiet quitting, while work engagement produced an f^2 value of 0.949 in explaining quiet quitting. The results indicate that burnout made a particularly substantial contribution to work engagement, while work engagement contributed strongly to the explanation of quiet quitting.

Table 4. Effect Size (f^2)

Relationship	f^2	Interpretation
Burnout → Quiet Quitting	0.226	Moderate Effect
Burnout → Work Engagement	2.501	Very Large Effect
Organizational Justice → Quiet Quitting	0.209	Moderate Effect
Work Engagement → Quiet Quitting	0.949	Very Large Effect

Source: SmartPLS 4 output, processed data (2026).

The structural relationship testing was conducted using the bootstrapping procedure. As shown in Table 5, all relationships reported in the SmartPLS total effects output were statistically significant, with t-statistics exceeding 1.96 and p-values below 0.05.

Table 5. Direct and Total Effects

Relationship	β	Sample Mean	Standard Deviation	t-Statistic	p-Value	Statistical Result
Burnout → Quiet Quitting	0.744	0.744	0.033	22.583	<0.001	Significant
Burnout → Work Engagement	0.845	0.844	0.023	37.494	<0.001	Significant
Organizational Justice → Quiet Quitting	0.192	0.193	0.04	4.843	<0.001	Significant
Work Engagement → Quiet Quitting	0.607	0.606	0.058	10.388	<0.001	Significant

Source: SmartPLS 4 output, processed data (2026).

The effect of burnout on quiet quitting was positive and statistically significant ($\beta = 0.744$; $t = 22.583$; $p < 0.001$). This finding indicates that higher levels of burnout were associated with a stronger tendency toward quiet quitting among Generation Z employees in Jakarta. The magnitude of the coefficient also shows that burnout represents an important factor associated with employees' withdrawal behavior. Employees who experience continuous emotional exhaustion, work pressure, and depletion of psychological resources may become increasingly inclined to restrict their contribution to the duties formally required by the organization. This finding is consistent with Conservation of Resources Theory proposed by Hobfoll (1989), which explains that individuals experiencing continuous resource depletion seek to protect their remaining psychological and emotional resources. In this context, quiet quitting can be regarded as a resource-conservation response in which employees remain in the organization but reduce additional effort and emotional investment. The result is also consistent with Halbesleben and Bowler (2007), who demonstrated that emotional exhaustion is related to workplace withdrawal, and with Galanis et al. (2024), who identified burnout and workplace stress as important factors associated with quiet quitting. Similar evidence has been reported among Generation Z employees in Indonesia by Wulandari and Nastiti (2024) and Prabandhini and Widyatmoko (2025).

The results also demonstrated a positive and statistically significant relationship between burnout and work engagement ($\beta = 0.845$; $t = 37.494$; $p < 0.001$). Statistically, this was the strongest relationship reported in the structural model. The result indicates that changes in burnout were strongly associated with changes in work engagement among the respondents. However, the positive direction should be interpreted carefully because conventional Job Demands–Resources Theory generally proposes that increasing burnout is associated with decreasing work engagement. Schaufeli and Bakker (2004) describe engagement as a positive work-related state characterized by vigor, dedication, and absorption, while Bakker and Demerouti (2017) explain that excessive job demands may stimulate burnout and undermine motivational processes. Therefore, although the relationship found in the present model is statistically robust, its positive direction deserves particular attention in interpreting the measurement scale and empirical characteristics of the respondents.

Organizational justice also demonstrated a statistically significant positive effect on quiet quitting ($\beta = 0.192$; $t = 4.843$; $p < 0.001$). The coefficient was smaller than those of burnout and work engagement, indicating that organizational justice had a comparatively lower statistical contribution to quiet quitting. Nevertheless, the relationship remained significant. This result indicates that employees' perceptions of organizational fairness were meaningfully associated with variations in quiet quitting behavior among Generation Z employees.

The positive coefficient, however, should be interpreted in relation to the operationalization of the variables because organizational justice theory generally proposes that fair outcomes, procedures, and interpersonal treatment encourage favorable employee attitudes. Colquitt et al. (2001) established organizational justice as an important predictor of workplace attitudes and behaviors, while Pratama and Rahayu (2023) emphasized the role of organizational justice in reducing counterproductive behavior. Therefore, the empirical direction obtained in the present study provides an interesting finding that may reflect the specific characteristics of Generation Z employees or the manner in which the constructs were coded and measured.

Work engagement had a positive and statistically significant effect on quiet quitting ($\beta = 0.607$; $t = 10.388$; $p < 0.001$). The effect size of this relationship was also very large ($f^2 = 0.949$), demonstrating the substantial statistical contribution of work engagement to the variance in quiet quitting. This finding confirms that engagement represents an important psychological mechanism associated with quiet quitting behavior. Nevertheless, the positive direction differs from the conventional theoretical expectation that highly engaged employees should be less likely to psychologically withdraw from their jobs. Previous research by Salsabila and Prabowo (2024) identified an important relationship between work engagement and quiet quitting among Generation Z employees, while Yusuf and Wijaya (2023) emphasized employee engagement as an organizational mechanism for preventing silent resignation. Consequently, the direction of the coefficient in the current model should be interpreted with consideration of the scoring direction used for the work engagement and quiet quitting instruments.

The mediating role of work engagement was evaluated using specific indirect effects. The results are presented in Table 6.

Table 6. Specific Indirect Effects

Indirect Relationship	β	Sample Mean	Standard Deviation	t-Statistic	p-Value	Result
Burnout → Work Engagement → Quiet Quitting	0.353	0.353	0.044	8.079	<0.001	Significant Mediation
Organizational Justice → Work Engagement → Quiet Quitting	0.26	0.26	0.036	7.289	<0.001	Significant Mediation

Source: SmartPLS 4 output, processed data (2026).

The indirect effect of burnout on quiet quitting through work engagement was positive and statistically significant ($\beta = 0.353$; $t = 8.079$; $p < 0.001$). This result demonstrates that work engagement played a statistically significant mediating role in the relationship between burnout and quiet quitting. Accordingly, burnout was associated with quiet quitting not only through its reported direct relationship but also through the work engagement mechanism. The finding reinforces the importance of considering employees' psychological connection to their work when examining the behavioral consequences of burnout.

From the perspective of Conservation of Resources Theory and Job Demands–Resources Theory, burnout, engagement, and withdrawal behavior are closely interconnected psychological processes. Hobfoll (1989) suggests that continuous resource depletion influences how individuals regulate their involvement in demanding environments, while Bakker and Demerouti (2017) emphasize the interaction between job demands, psychological strain, and motivational conditions. The significant indirect effect obtained in this study therefore supports the broader proposition that employees' psychological work states constitute an important mechanism linking stressful working conditions with subsequent workplace behavior.

The second mediation pathway also demonstrated a statistically significant indirect effect of organizational justice on quiet quitting through work engagement ($\beta = 0.260$; $t = 7.289$; $p < 0.001$). This finding indicates that work engagement serves as a mediating mechanism connecting employees' perceptions of

organizational fairness with quiet quitting behavior. Organizational treatment and perceptions of fairness are therefore not merely associated with employees' behavioral responses directly; they may also operate through employees' psychological involvement in their work.

This finding emphasizes the strategic importance of organizational justice and work engagement in managing Generation Z employees. Fair organizational procedures, transparent decision-making, appropriate reward allocation, and respectful interpersonal treatment are central elements in shaping employees' experiences in the workplace (Colquitt et al., 2001). At the same time, organizations need to manage the psychological conditions that influence how employees invest their energy and involvement in work. This issue becomes particularly important for Generation Z employees, who tend to place substantial emphasis on fairness, meaningful work, psychological well-being, and the quality of their relationship with the organization.

Overall, the empirical findings demonstrate that burnout, organizational justice, and work engagement are significantly associated with quiet quitting among Generation Z employees in Jakarta. Burnout emerged as a particularly influential construct, while work engagement was also shown to play a significant mediating role in both indirect pathways. These findings extend the understanding of quiet quitting by showing that it cannot be explained solely as an individual decision to limit work effort but should instead be understood as a behavioral outcome embedded in the interaction between psychological strain, perceptions of organizational conditions, and employees' psychological engagement with their work. From a managerial perspective, organizations should therefore pay particular attention to workload management, employee well-being, fairness in organizational procedures and outcomes, and the quality of employee engagement when developing strategies to address quiet quitting among younger employees.

5. Conclusion

This study examined the effects of burnout and organizational justice on quiet quitting among Generation Z employees in Jakarta, with work engagement as a mediating variable. Using PLS-SEM analysis with SmartPLS 4, the findings indicate that the measurement model satisfied the requirements of convergent validity, discriminant validity, and internal consistency reliability. The structural model also demonstrated substantial explanatory and predictive power, with an R^2 value of 0.934 for quiet quitting and 0.714 for work engagement, accompanied by Q^2 values of 0.817 and 0.622, respectively. These results indicate that the proposed model provides a strong empirical explanation of quiet quitting and work engagement among Generation Z employees in Jakarta.

The empirical results show that burnout has a positive and significant effect on quiet quitting and is also significantly associated with work engagement. Organizational justice has a positive and significant effect on quiet quitting, while work engagement also has a positive and significant effect on quiet quitting. Furthermore, work engagement significantly mediates the relationship between burnout and quiet quitting, with an indirect effect coefficient of 0.353, and mediates the relationship between organizational justice and quiet quitting, with an indirect effect coefficient of 0.260. These findings demonstrate that work engagement plays an important mediating role in explaining how burnout and organizational justice are associated with quiet quitting behavior among Generation Z employees.

From a practical perspective, the findings emphasize the importance of organizations developing integrated human resource management strategies that address employee burnout, perceptions of organizational fairness, and work engagement. Organizations should pay greater attention to workload management, psychological well-being, transparent organizational procedures, equitable treatment, and employee involvement in order to manage the tendency toward quiet quitting among younger employees. Therefore,

understanding quiet quitting should not be limited to individual employee behavior but should also consider the broader psychological and organizational conditions that shape employees' willingness to remain actively involved in their work.

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