

Impact of Work Life Balance and Job Burnout on Quiet Quitting with the Mediating Role of Job Satisfaction of Factory Employees in a Battery Manufacturing Company in Sri Lanka

Quiet
Quitting

Received 26 October 2024
Revised 10 December 2024
Accepted 11 December 2024
Published (Online) 7 April 2025

G. K. Paranamana

International College of Business and Technology, Sri Lanka
gayasha123@yahoo.com

I. P. Kaluarachchige

University College of Matara, University of Vocational Technology, Sri Lanka
indikapri@gmail.com

Abstract

Quiet Quitting is a contemporary global phenomenon where factors such as Work-life Balance, Job Burnout and Job Satisfaction play a vital role in impacting an employee to become a Quiet Quitter; but this has yet to be tested in the Battery Manufacturing Industry since a Battery Manufacturing company in Sri Lanka has identified that 80% of their factory employees exhibit Quiet Quitting Behavior. Therefore, the purpose of this study is to determine the Impact of Work Life Balance and Job Burnout on Quiet Quitting with the mediating role of Job Satisfaction of Factory Employees in a Battery Manufacturing company in Sri Lanka. Therefore, Primary data was collected from 73 factory employees using simple random probability sampling technique in which standard Questionnaires was used. Simple and Multiple linear regression was used to test the hypothesis in which the Baron and Kenny (1986) causal steps method and partial and bivariate correlation has been used to test the mediating impact of Job Satisfaction. The findings showcase a significant negative impact of Work-life Balance on Quiet Quitting, Job Burnout has a significant positive impact on Quiet Quitting and Job Satisfaction has a significant negative impact on Quiet Quitting. Job Satisfaction would partially mediate the relationship of Work-life Balance and Job Burnout on Quiet Quitting. Thus, a reduction in Work-life Balance and an increase in Job Burnout would directly and indirectly increase the Quiet Quitting of the Factory employees in the Battery Manufacturing firm in Sri Lanka.

Keywords: Work-life balance, Job burnout, Job satisfaction, Quiet quitting.

SLJMS



Sri Lanka Journal of Management
Studies

Vol. 6 – Issue II, 2024
pp, 79 – 105

ISSN (Print): 2682-7298

ISSN (Online): 2792-1093

<https://doi.org/10.4038/sljms.v6i2.153>

© G. K. Paranamana & I. P. Kaluarachchige. Published in *Sri Lanka Journal of Management Studies*. Published by the Faculty of Management Studies of the Open University of Sri Lanka. This article is published under the Creative Commons Attribution-Share Alike 4.0 International (CC BY-SA 4.0). The full terms of this licence may be found at <https://creativecommons.org/licenses/by-sa/4.0/>.

Introduction

For the past few years, the contemporary workforce has withstood a deadly pandemic, and bad economic conditions, making them exhausted, Burnout and overworked; leading to the resistance of working conditions and assigned task, thus, exacerbating their current situation (Ratnatunga, 2022), as the pandemic enabled them to perceive life in a different perspective (Hiltunen, 2023) the Quiet Quitting (QQ) concept was born where they strive to gain the lost work-life Balance in a culture of overwork (Campton et al., 2023). But according to Formica and Sfodera (2022) in 2009 economist Mark Bodger first coined the term Quiet Quitting, and it gained traction in 2022 when the pandemic acted as a catalyst that further expedite the existing employees Job dissatisfaction that was also impacted by prolonged working hours even prior to the pandemic.

Quiet Quitting Behavior (QQB) is detrimental since it is a contemporary global phenomenon that is growing and it has sparked concerns from organizations as their employees tend to perceive that work shouldn't be the center of their personal life (Atalay & Dagistan, 2023; Esra, 2022, as cited in Hiltunen, 2023; Johnson, 2023). QQB has an adverse effect on the organization as they tend to avoid going above and beyond their basic job requirements, this in turn impact on the organization's unit cost and profit margins in a negative way (Johnson, 2023).

For this study, the researchers have used a Battery Manufacturing Company in Sri Lanka and this company has already identified QQB patterns among their employees, in which they exhibit lower motivation, a lack of initiative and detachment from work (Company information, personal communication, October 17, 2024); furthermore, they have identified that 80% of their factory employees exhibit the QQB as presented in Figure 1. Employees who are Quiet Quitters showcase lower work-related performance levels as they tend to cope with work related issues by only completing the minimum job requirement while staying in the job (Yikilmaz, 2022). According to Galanis, Katsiroumpa, Vraka, Siskou, Konstantakopoulou, Moisoglou, et al. (2023) a lack of motivation, lack of initiative and Detachment are dimensions of QQB.

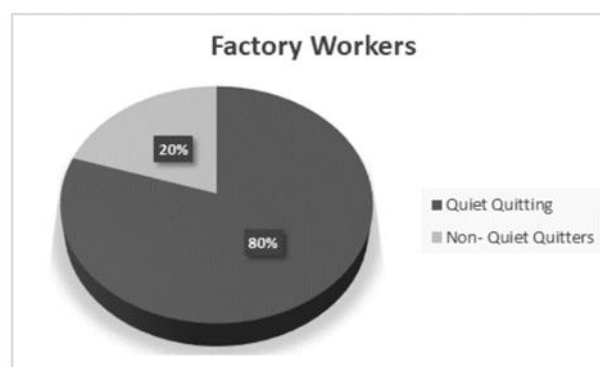


Figure 1. Factory Workers Quiet Quitting Percentage.

Source: Company data (2024)

Despite the company identifying QQB patterns among their employees with lower performance levels, they are yet to identify the reason as to why their employees exhibit QQB. The Existence of QQB in this Battery Manufacturing company would bring about adverse long-term consequences to the organization if they fail to tackle this issue in due course. Therefore, in order to overcome this behavior among the factory employees in the Battery Manufacturing company, the researchers would identify the underlying factors for the employees to Quite Quit.

Galanis, Katsiroumpa, Vraha, Siskou, Konstantakopoulou, Katsoulas, et al. (2023) has identified Job Burnout (JB) as a factor that impact QQ of the Nurses with a mediating effect of Job Satisfaction (JS), but apart from this there is insufficient studies that focus on this leading to a knowledge Gap and the lack of such studies on the Battery manufacturing industry leads to an Empirical Gap. Furthermore, Job Burnout plays a prominent role among manufacturing employees (Santhanam & Srinivas, 2020). But there are insufficient studies conducted to identify the impact of JB on QQ in this context leading to an Empirical Gap, despite researchers such as Yikilmaz (2022), Galanis, Katsiroumpa, Vraha, Siskou, Konstantakopoulou, Katsoulas, et al. (2023) and Galanis et al. (2024) and Lu et al. (2023) showcase the impact of JB on QQ in other industries.

Multiple researchers have supported the impact of Work-life Balance (WLB) on QQ such as Arar et al. (2023) and Youthall (2022, as cited in Ozturk et al., 2023) and Badilla et al. (2023). But Efendi et al. (2023) findings showcases that there is no impact between WLB and QQ, this leads to a knowledge Gap. Furthermore, this is not tested out on the Battery Manufacturing employees in Sri Lanka, since researchers such as Efendi et al. (2023) and Badilla et al. (2023) has tested this out in different industries and countries leading to an Empirical gap.

There is a knowledge Gap due to the lack of research studies conducted to identify the mediating impact of JS on WLB and QQ of Employees, despite researcher such as Arunashantha (2019), Pathak et al. (2019), Mandagi and Wijono (2023) and Ogunola (2022) showcasing a significant influence of WLB and JS while researchers such as the Galanis et al (2024), Galanis, Katsiroumpa, Vraha, Siskou, Konstantakopoulou, Moisoglou, et al. (2023) and Suhendar et al. (2023) have identified a direct influence of JS on QQ; and there is a Empirical gap due to the lack of studies on the employees of the Battery Manufacturing Industry of Sri Lanka in relation to this. Lastly, there is an empirical Gap due to the Lack of published research conducted on the phenomenon QQ in the Battery Manufacturing Industry in Sri Lanka.

Therefore, the research problem addressed in this study is the lack of studies conducted to identify the impact of Work-Life Balance and Job Burnout on Quiet Quitting, with a mediating impact of Job Satisfaction of employees in the Battery Manufacturing Industry in Sri Lanka. Thus, the Objective of this study would be to determine the Impact of Work Life Balance and Job Burnout on Quiet Quitting, with a mediating impact of Job Satisfaction of Factory Employees in a Battery Manufacturing Company in Sri Lanka.

Literature Review

Quiet Quitting

As per Robinson (2022, as cited in Hiltunen, 2023), and Formica and Sfodera, (2022) QQ employees would be disengaged from work over a persistent time period, they would confine their performance to the required bare minimum and refrain from going above and beyond the line of work, they tend to separate themselves from their colleagues, if they perceive an activity, task or a conversation is futile they would withdraw from it, furthermore, due to this behavior their colleague's workload would pile up. Quiet Quitters tend to stay in their Job (Ratnatunga, 2022) and would perform at the basic level just enough to retain the existing job (Scheyett, 2022, as cited in Hamouche et al., 2023; Yikilmaz 2022).

Work-life Balance

When it comes to WLB, it is the ability of an employee to meet their family and work commitments (De Seram & Gnanpala, 2019), but according to Greenhaus et al. (2003, as cited in Brough et al., 2020) work-life balance depends on an employee's extent to which they are engaged in and is equally satisfied with their work and family roles. When an employee is able to establish harmony in their priorities, they would be able to achieve WLB (Ogunola, 2022). Obtaining WLB is crucial as employees with a healthy WLB would have a higher productivity, more engaged in work and would have JS (Shah & Parekh, 2023).

Job Burnout

Employees with burnout feel discouraged and would have higher levels of stress, anxiety and depression due to their mental, emotional and physical exhaustion (Bakker et al., 2014, as cited in Bangura & Lourens, 2023). As per Santhanam and Srinivas (2020) Employees in the Manufacturing Industry would experience JB due to the requirement to conduct extremely monotonous and repetitive work with intense focus for a prolong time period to achieve the set productivity and quality standards. Due to persistent stressors in the workplace related to employees emotional and interpersonal aspect a prolonged respond would be JB (Wu et al., 2021).

Job Satisfaction

It is the degree to which an employee likes or dislikes the job that would determine if they are satisfied or dissatisfied (Spector, 2022). As per Locke (1969, as cited in Thangaswamy & Thiyagaraj, 2017) an employee's appraisal of their Job experience in which it results in a positive and pleasurable emotional state is known as Job Satisfaction. JS is a vital factor as it provides insight into the degree to which an employee is committed, loyal and engaged towards the workplace (Ogunola, 2022).

Conservation of Resources Theory

According to the Conservation of Resource Theory (COR), if an employee perceives that the resources that they have invested are wasted, irrevocable, threatened or lost, they would tend to showcase behaviors and attitudes that are negative (Hobfoll, 1989, as cited in Ozturk et al., 2023). In this situation, an employee would exhibit QQB in order to prevent further depletion of their resources (Arar et al., 2023) where they would meet the minimum job requirements with the minimum resources and effort while avoiding extra responsibilities (Ozturk et al., 2023). As per

Hamouche et al. (2023) if an employee loses their resources such as WLB this would eventually impact their Job Satisfaction in a negative way, which in turn result in a change in the employees' behavior to adopt Quiet Quitting Behavior for example.

Equity Theory

As per Adams (1963, as cited in Atalay & Dagistan, 2023) employees' motivation is determined by the comparison of their effort "I- input" that they put into and the result "O- output" that they garner and the comparison of the effort and result of the other employees. An employee would be demotivated if they felt that there is an inequality during this comparison where their Input is greater than the output, in which the employees time and sacrifices for the organization is higher than the salary and the working conditions that they are given (Atalay & Dagistan, 2023). When an employee perceives inequity, they get distressed and would be motivated towards restoring that lost equity (Schaufeli, 2006), As per Buunk and Schaufeli (1993, as cited in Schaufeli, 2006) the absence of reciprocity can drain an employee's emotional resources leading to emotional exhaustion which is an indication of Burnout. Employees tend to get Burnout when the effort they invest is inversely proportionate to the rewards garnered (Freudenberger & Richelson, 1980, as cited in Schaufeli, 2006). As per Atalay and Dagistan (2023) when an employee perceives an inequality, they tend to adopt behaviors similar to Quiet Quitting behavior in which they tend to reduce the pace of work, become careless and complete less work, furthermore they refrain from participating in decision making and has lower expectations of future promotions.

Work-life Balance and Job Satisfaction

Ogunola (2022) findings showcase that WLB can significantly influence an employee's Job Satisfaction level, and as per Arunashantha (2019), Mandagi and Wijono (2023) and Pathak et al. (2019) WLB has a positive relationship and deep impact on JS, in which an increase in an employee's level of WLB would result in an increase in their JS.

Job Burnout and Job Satisfaction

As per Galanis, Katsiroumpa, Vraka, Siskou, Konstantakopoulou, Katsoulas, et al. (2023) and Chen et al. (2022) JB has a significant negative effect on JS, where JB has the ability to impact an employee's Job Satisfaction (Al Doghan & Malik, 2022). Therefore, Burnout is frequently known for resulting in a negative response like Job Dissatisfaction (Maslach & Leiter, 2017). Thus, Job Burnout has a significant negative relationship on Job Satisfaction.

Job Satisfaction and Quiet Quitting

As per the findings of Galanis, Katsiroumpa, Vraka, Siskou, Konstantakopoulou, Katsoulas, et al. (2023) JS has a significant effect on QQ; in which JS can directly influence QQB (Suhendar et al., 2023). A lower level of employee JS would lead to a higher level of QQB (Galanis et al., 2024; Galanis, Katsiroumpa, Vraka, Siskou, Konstantakopoulou, Moisoglou, et al., 2023). As per Hamouche et al. (2023) and Nordgren and Björs (2023) employee dissatisfaction is one of the underlying reasons for QQB.

Work-life Balance and Quiet Quitting

As per Arar et al. (2023) An employee with imbalanced work and life would be motivated to adopt Quiet Quitting (Ratnatunga, 2022) it is due to the profound need to restore the lost WLB (Hamouche et al. 2023) as it is one of the main drivers for the adoption of QQ (Esteveny, 2022 as cited in Aydin & Azizoglu, 2022). WLB is the key factor affecting QQ which accounts for 39% of votes by respondents (Badilla et al., 2023). However, the findings of Efendi et al. (2023), depicts that WLB has no effect on Quiet Quitting of the millennial generation employees.

Job Burnout and Quiet Quitting

As per Bangura and Lourens (2023) some of the symptoms of Burnout comprises of Job stress and reduction in motivation to work and these factors points towards QQB. According to the study conducted by Galanis, Katsiroumpa, Vraka, Siskou, Konstantakopoulou, Katsoulas, et al. (2023) JB has a significant positive effect on QQB, and Lu et al. (2023) findings showcase JB to have a positive influence on the QQ of employees. Maslach and Leiter (2017) states that majority of the burnout employees tend to retain in the job and perform at the bare minimum.

Impact of Work-life Balance on Job Satisfaction towards Quiet Quitting.

Employees with higher WLB would have higher JS and they tend to have a higher commitment for the organization and performs at a higher level (Sirgy & Lee, 2018; Sinval & Maroco, 2020), Quiet Quitting employees tend to have limited commitment (Formica & Sfodera, 2022) and decreased performance (Arar et al., 2023) and researcher such as Ogunola (2022), Pathak et al. (2019), Arunashantha (2019) and Mandagi and Wijono (2023) showcase a strong impact of WLB on JS through their findings. On the other hand, researchers such as Suhendar et al. (2023), Galanis et al. (2024) and Galanis, Katsiroumpa, Vraka, Siskou, Konstantakopoulou, Moisoglou, et al. (2023), presents a direct impact of JS on Quiet Quitting Behavior. Therefore, this showcases that an employee with a lack of WLB would have lower JS which in turn leads to Quiet Quitting Behavior where the employee has lower commitment to the organization and lower performance.

Impact of Job Burnout on Job Satisfaction towards Quiet Quitting

Burnout is perceived as a covert cause for the adoption of Quiet Quitting Behavior (Kachhap & Singh, 2024), this is partially accurate in the study conducted by Galanis, Katsiroumpa, Vraka, Siskou, Konstantakopoulou, Katsoulas, et al. (2023) as the findings showcase that JS partially mediates the relationship between JB and QQ. Apart from that, researchers such as Chen et al. (2022) and Al Doghan and Malik (2022) have identified a significant negative impact of JB on JS and as previously stated researchers such as Suhendar et al. (2023), Galanis et al. (2024) and Galanis, Katsiroumpa, Vraka, Siskou, Konstantakopoulou, Moisoglou, et al. (2023), have identified a direct impact from JS towards Quiet Quitting Behavior. Therefore, JB has the ability to have a negative impact on an employee's Job Satisfaction leading to the adoption of Quiet Quitting Behavior.

Methodology

Based on the literature survey, important variables were identified and following research model was introduced.

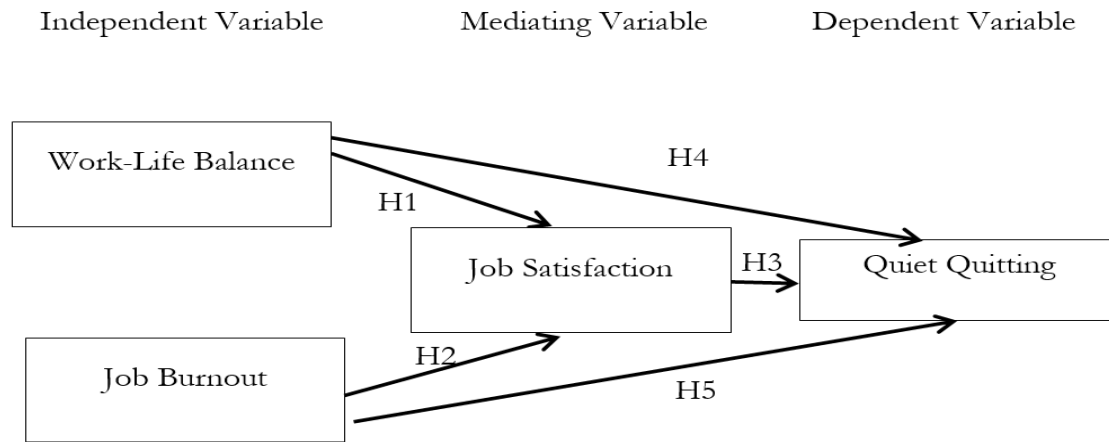


Figure 2. Conceptual Framework

Source: Galanis, Katsiroumpa, Vraka, Siskou, Konstantakopoulou, Katsoulas, et al. (2023), Ogunola (2022), Arar et al. (2023), Lu et al. (2023), Galanis et al. (2024) and Suhendar et al. (2023)

As per the above conceptual framework and literature, following hypotheses were advanced in this study.

Hypothesis 1

H0: Work-life Balance does not impact Job Satisfaction.

H1: Work-life Balance has a significant impact on Job Satisfaction.

Hypothesis 2

H0: Job Burnout does not impact Job Satisfaction.

H2: Job Burnout has a significant impact on Job Satisfaction.

Hypothesis 3

H0: Job Satisfaction does not impact Quiet Quitting.

H3: Job Satisfaction has a significant impact on Quiet Quitting.

Hypothesis 4

H0: Work-life Balance does not impact Quiet Quitting.

H4: Work-life Balance has a significant impact on Quiet Quitting.

Hypothesis 5

H0: Job Burnout does not impact Quiet Quitting.

H5: Job Burnout has a significant impact on Quiet Quitting.

Hypothesis 6

H0: Job Satisfaction does not mediate the relationship between Work-life Balance and Quiet Quitting.

H6: Job satisfaction has a mediating relationship on Work-life Balance and Quiet Quitting.

Hypothesis 7

H0: Job Satisfaction does not mediate the relationship between Job Burnout and Quiet Quitting.

H7: Job satisfaction has a mediating relationship on Job Burnout and Quiet Quitting.

Research Design

The Researchers have conducted a study on a Battery Manufacturing Company in Sri Lanka, using a Positivistic research philosophy, in which a Deductive approach has been used. Furthermore, a survey strategy was used, in line with that a mono method has been selected. Therefore, the researchers have undertaken a Quantitative method. Thus, data has been collected through Questionnaires in a cross-sectional study.

The researchers have used a probability sampling technique in which a Random sampling method has been used as every employee in the Battery Manufacturing Company has an equal opportunity of being selected (Lancaster, 2005). The Battery Manufacturing Company has a total of 154 employees, which consist of 64 of the staff consisting of the management and 90 factory employees. The 90 factory employees have been the target populations as the Quiet Quitting Behavior is significant among these employees. The Sample frame of the 90 factory employees comprises of 6 employees who are factory maintenance employees, 7 are factory assistance staff and 77 employees are permanent factory employees. The sample was derived from the sample frame with the use of table of random numbers (Lancaster, 2005). The Sample Size is 73 factory employees from a target population of 90 factory employees based on the Krejcie and Morgan (1970) table.

The researchers have obtained primary data with the use of standard Questionnaires previously tested by researchers such as the Burnout Assessment Tool (BAT) by Schaufeli et al. (2020), Short Index of Job Satisfaction by Sinval and Maroco (2020), Quiet Quitting Scale (QQS) by Galanis, Katsiroumpa, Vraha, Siskou, Konstantakopoulou, Moisoglou, et al. (2023) and Work-Life Balance Scale by Tasdelen-Karckay and Bakalim (2017) as presented in the table 1.

Operationalization

Table 1. Operationalization Table

Variable	Dimensions/ Indicators	Items	Measurement	Adopted from
Job Burnout	Exhaustion, Mental distance, Cognitive impairment, Emotional impairment	23	Five Point Likert Scale	Schaufeli et al. (2020)
Job Satisfaction	fairly satisfied, enthusiastic, it will never end (R), real enjoyment, unpleasant (R)	5	Five Point Likert Scale	Sinval and Maroco (2020)
Work-life Balance	satisfy personal and important people's needs, balancing of professional and family life, Ability to make time for oneself, Loyalty, Having control, conflict management of clashing roles between family and work, Contentment with family and work role	8	Five Point Likert Scale	Tasdelen-Karckay and Bakalim (2017).
Quiet Quitting	Detachment, Lack of Initiative, Lack of motivation	9	Five Point Likert Scale	Galanis, Katsiroumpa, Vraka, Siskou, Konstantakopoulou, Moisoglou, et al. (2023)

Source: Authors' presentation based on literature survey

Data Analysis Techniques used by the researchers comprises of Frequency Analysis in which the researchers use bar charts and pie charts under frequency analysis to put the basic information of the 73 respondents into perspective. The Reliability Analysis was used to assess the reliability using the Cronbach's alpha. The Regression and Correlation Analysis was used to test the Hypothesis. Simple Linear Regression Analysis was used to test one to five hypotheses using the equation Presented below (Gupta et al., 2020).

$$Y_1 = \beta_0 + \beta_1 X_i + \varepsilon_i$$

Y is the Response Variable, β_0 is the intercept, β_1 is the slope, X is the Independent Variable and ε is the Random variables.

In order to test the hypothesis from six to seven the researchers have adopted the Baron and Kenny (1986) causal steps method, in which a Simple and Multiple linear Regression would be used to identify the mediating impact of Job Satisfaction and a partial and bivariate correlation test to further examine this (Malik et al., 2010). The Baron and Kenny (1986) does not specify the equations or the 4 steps straightforwardly. Therefore, the equations presented by Malik et al.

(2010) of the Baron and Kenny (1986) and the 4 steps of Baron and Kenny (1986) explained by Otuya (2019) would be used as presented below:

$$Y' = \alpha_1 + cX + e_1 \quad (1)$$

$$M' = \alpha_2 + aX + e_2 \quad (2)$$

$$Y'' = \alpha_3 + c'X + bM + e_3 \quad (3)$$

In which α_1, α_2 & α_3 are intercept coefficient and e_1, e_2 and e_3 are error terms. The Figure 2 Panel A showcase the direct effect and Panel B presents the Mediating effect.

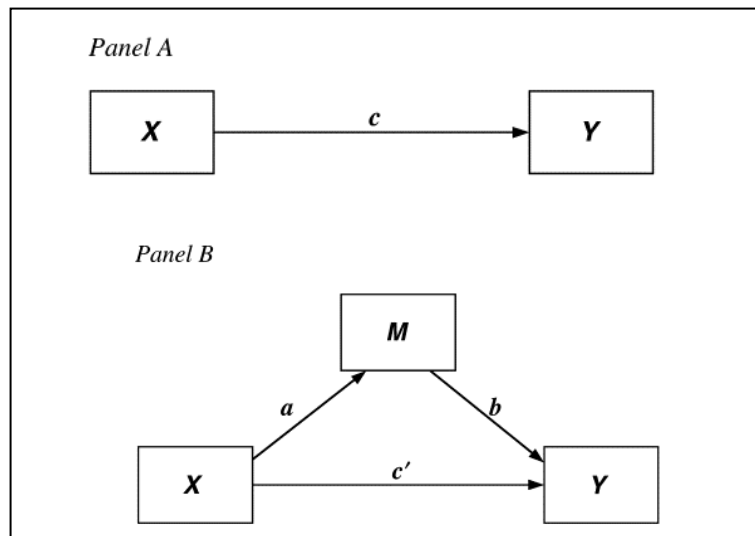


Figure 3. Panel A and B

Source: Preacher and Hayes (2004)

Step one: Equation one, Independent Variable (X) is regressed by the dependent variable (Y) to test the path c presented in Figure.3.

Step two: Equation two, Independent Variable (X) is regressed by the Mediating Variable (M) to test the path a presented in Figure.3.

Step Three: Equation Three, identifying path b presented in Figure 3, by controlling the Independent Variable (X), in which the Mediating variable (M) is then regressed with the dependent variable (Y).

Step Four: Equation Three, to assess the path c', when the Mediating variable (M) is controlled, the path c' of the Dependent variable (X) and the independent variable (Y) should disappear for full mediation or reduced significantly to partially mediate.

Data Presentation and Analysis

The Questionnaire was given to 73 factory employees using the simple random sampling method and the findings generated through IBM SPSS 23 are presented and analyzed below.

Profile of Respondents

The profile of the 73 factory employees is presented in Table 2.

Table 2. Profile of Respondents

Factor		Percentage (%)
Gender	Male	63
	Female	37
Number of years worked	Less than 12 months	49.3
	1 to 5 years	35.6
	5 to 8 years	9.6
	8 to 12 years	1.4
	More than 12 years	4.1
Educational Level	up to 8th Grade	8.2
	General Certificate of Ordinary level passed	60.3
	General certificate of Advance Level Passed	16.4
	Diploma	9.6
	University Degree	5.5
Income Level	Rs 20,000/= to Rs 40,000/=	64.4
	Rs 40,000/= to Rs 60,000/=	26.0
	Rs 60,000/= to Rs 80,000/=	8.2
	Rs 80,000/= above	1.4
Hours worked per day	6h to 8h per day	5.5
	8h to 10h per day	37.0
	10h to 12h per day	38.4
	12h to 14h per day	19.2

Source: Authors presentation based on survey data

Reliability Test

The Cronbach Alpha was used to showcase the reliability of the scale used in this study to measure the underlying construct. According to Pallant (2016) the Cronbach Alpha of this study is above 0.7 as presented in Table. 3, therefor the scale is reliable.

Table 3. Reliability Statistics

Constructs	Cronbach's Alpha	Number of items
JB	0.983	23
WLB	0.952	8

JS	0.960	5
QQ	0.970	9

Source: Authors' estimation using survey data (2024)

Assumptions of multi-collinearity

The Variance Inflation Factors (VIF) was used to assess Multicollinearity of the Independent Variables and the tolerance value of this study is above 0.10 and the VIF is below 5 as showcased in Table 4 and 5. According to Zikmund et al. (2010) and Pallant (2016) the model does not have an issue in multicollinearity.

Table 4. Multiple linear regression model VIF and Tolerance

Model	Tolerance	VIF
JB	0.486	2.059
WLB	0.294	3.400
JS	0.210	4.768

Source: Authors' estimation using survey data (2024)

Table 5. Simple Linear Regression model VIF and Tolerance

Model	Tolerance	VIF
JB	1.000	1.000
WLB	1.000	1.000
JS	1.000	1.000

Source: Authors' estimation using survey data (2024)

Regression Analysis

R² provides the extent to which the model would be able to explain the variation that is observed in the dependent variable and it can be interpreted in a percentage (Sarstedt & Mooi, 2014; Seltman, 2018). Durbin Watson is used to access the absence of autocorrelation (Sarstedt & Mooi, 2014) and in order to have no autocorrelation the Durbin Watson Values should be between 1.5 and 2.5 (Chapman et al., 2004; Arjmand & Shafiei, 2018, as cited in Muposhi & Chuchu, 2022). When it comes to rejecting the null hypothesis, the P-value should be less than 0.05 which is the most commonly used significance level (Zikmund et al., 2010).

Work-life Balance on Job Satisfaction: As per the results presented in Table 6 the below equation was formulated as this showcased the degree of impact of WLB on JS.

Table 6. Coefficients

Model	B	Std. Error	P-Value	Collinearity Statistics	
				Tolerance	VIF
Constant	-0.553	0.279	0.051		
WLB	1.129	0.087	0.000	1.000	1.000

Source: Authors' estimation using survey data (2024)

$$JS = -0.553 + 1.129WLB + \varepsilon$$

JS= Job Satisfaction

WLB= Work-life Balance

ε =Standard Error

Based on Seltman (2018) interpretation of the regression model, the regression equation depicts an intercept of -0.533, which implies that when WLB becomes zero, JS would be -0.533. On the other hand, when WLB increase from one unit JS would increase by 1.129. Therefore, when the Work-life Balance of Factory employees increase by one unit, the Job Satisfaction would increase by 1.129, this showcases a positive impact among the variables, JS is represented by WLB with an R² of 70.3% as per the table 7, in which the Adjusted R² is 0.698. Furthermore, there is no autocorrelation since 2.076 of Durbin Watson is in between the acceptable range.

Table 7. Model Summary

Figure	Value
R Square	0.703
Adjusted R Square	0.698
Std. Error of the Estimates	0.61558
Durbin Watson	2.076

Source: Authors' estimation using survey data (2024)

The table. 8 depicts a high F value of 167.743 and a P-value of 0.000 which is lower than 0.05. Thus, $0.000 < 0.05$, H₀ will be rejected and the following alternative hypothesis can be accepted.

Table 8. ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	63.565	1	63.565	167.743	.000b
Residual	26.905	71	0.379		
Total	90.470	72			

Source: Authors' estimation using survey data (2024)

H₁: Work-life Balance has a significant impact on Job Satisfaction.

Job Burnout on Job Satisfaction: The Below equation is constructed based on the table.9. In line with Seltman (2018), when JB is Zero, JS is 5.299. When JB increases by one unit, JS reduces by -0.784. Therefore, there is a negative impact of JB on JS.

Table 9. Coefficients

Model	B	Std. Error	P-value	Collinearity Statistics
-------	---	------------	---------	-------------------------

				Tolerance	VIF
Constant	5.299	0.291	0.000		
JB	-0.784	0.091	0.000	1.000	1.000

Source: Authors' estimation using survey data (2024)

$$JS = 5.299 - 0.784JB + \varepsilon$$

JS= Job Satisfaction

JB=Job Burnout

ε =Standard Error

Based on the table.10, JS is represented by JB with a R2 of 50.9%, in which the Adjusted R2 is 0.502. There is no autocorrelation since 1.683 of Durbin Watson is in-between the acceptable standard. Therefore, the model is accepted.

Table 10. Model Summary

Figure	Value
R Square	0.509
Adjusted R Square	0.502
Std. Error of the Estimates	0.79102
Durbin Watson	1.683

Source: Authors' estimation using survey data (2024)

Table.11 showcases a Higher F value of 73.586 with a P-value of 0.000. The P-value is lower than 0.05. Therefore $0.000 < 0.05$ H0 is rejected. Thus, the following alternative hypothesis is accepted.

Table 11. ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	46.044	1	46.044	73.586	.000b
Residual	44.426	71	0.626		
Total	90.470	72			

Source: Authors' estimation using survey data (2024)

H2: Job Burnout has a significant impact on Job Satisfaction.

Job Satisfaction on Quiet Quitting: Table.12 is used to construct the below equation. In line with Seltman (2018) statement, when JS is Zero, QQ is equal to 5.836. When JS increases by one-unit, QQ reduces by -0.967. This showcases a negative impact of JS on QQ.

Table 12. Coefficients

Model	B	Std. Error	P-value	Collinearity Statistics	
				Tolerance	VIF
Constant	5.836	0.112	0.000		
JS	-0.967	0.036	0.000	1.000	1.000

Source: Authors' estimation using survey data (2024)

$$QQ = 5.836 - 0.967JS + \varepsilon$$

QQ = Quiet Quitting

JS = Job Satisfaction

ε = Standard Error

Based on the Table.13, QQ can be explained by JS with an R² of 91.2%. The Adjusted R² is 0.911. The model is accepted since the Durbin Watson value of 2.061 is lower than 2.5.

Table 13. Model Summary

Figure	Value
R Square	0.912
Adjusted R Square	0.911
Std. Error of the Estimates	0.33919
Durbin Watson	2.061

Source: Authors' estimation using survey data (2024)

Table.14 depicts a Highet F value of 734.889 with a P-value of 0.000. The p-value is $0.000 < 0.05$, therefore the H₀ is rejected and the alternative hypothesis below is accepted.

Table 14. ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	84.547	1	84.547	734.889	.000b
	Residual	8.168	71	.115		
	Total	92.715	72			

Source: Authors' estimation using survey data (2024)

H₃: Job Satisfaction has a significant impact on Quiet Quitting.

Work-life Balance on Quiet Quitting: Table.15 is used to construct the below equation. Based on Seltman (2018), when WLB is Zero, QQ would be equal to 6.583, But when WLB Increases by one-unit, QQ will reduce by -1.160. This showcases a negative impact of WLB on QQ.

Table 15. Coefficients

Model	B	Std. Error	P-value	Collinearity Statistics	
				Tolerance	VIF
Constant	6.583	0.272	0.000		
WLB	-1.160	0.085	0.000	1.000	1.000

Source: Authors' estimation using survey data (2024)

$$QQ = 6.583 - 1.160WLB + \varepsilon$$

QQ =Quiet Quitting

WLB=Work-life Balance

ε=Standard Error

WLB predicts 72.4% of QQ since the R² is 72.4% as presented in Table.16 and it has an Adjusted R² of 0.720. The model is accepted since there is no autocorrelation with a value of 2.122.

Table 16. Model Summary

Figure	Value
R Square	0.724
Adjusted R Square	0.720
Std. Error of the Estimates	0.60053
Durbin Watson	2.122

Source: Authors' estimation using survey data (2024)

There is a Higher F value of 186.089 and a P-value of 0.000 presented table.17, the p-value is 0.000< 0.05, the H₀ can be rejected and the alternative hypothesis below can be accepted.

Table 17. ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	67.110	1	67.110	186.089	.000b
Residual	25.605	71	0.361		
Total	92.715	72			

Source: Authors' estimation using survey data (2024)

H₄: Work-life Balance has a significant impact on Quiet Quitting.

Job Burnout and Quiet Quitting: The table.18 is used to construct the below equation. In line with Seltman (2018), when JB is zero, QQ would be 0.546 and when JB increases by one-unit, QQ would increase by 0.813. This indicates a positive relationship between the variables

Table 18. Coefficients

Model	B	Std. Error	P-value	Collinearity Statistics	
				Tolerance	VIF
Constant	0.546	0.286	0.061		
JB	0.813	0.090	0.000	1.000	1.000

Source: Authors' estimation using survey data (2024)

$$QQ = 0.546 + 0.813JB + \varepsilon$$

QQ= Quiet Quitting

JB= Job Burnout

ϵ =Standard Error

$R^2 = 53.5\%$, therefore, 53.5% of QQ is predicted by JB, with an Adjusted R^2 of 0.528 as presented in table.19 there is no autocorrelation since Durbin Watson value of 1.724 is higher than 1.5. Therefore, the model is accepted.

Table 19. Model Summary

Figure	Value
R Square	0.535
Adjusted R Square	0.528
Std. Error of the Estimates	0.77951
Durbin Watson	1.724

Source: Authors' estimation using survey data (2024)

There is a Higher F value of 81.583, with a p-value of 0.000 in the table.20, the P-value is $0.000 < 0.05$, therefore H_0 will be rejected and the following alternative hypothesis would be accepted.

Table 20. ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	49.573	1	49.573	81.583	.000b
Residual	43.142	71	.608		
Total	92.715	72			

Source: Authors' estimation using survey data (2024)

H5: Job Burnout has a significant impact on Quiet Quitting.

Regression Analysis for Mediating Impact: The Standardized beta value would be used as it helps to identify the separate effects of both JB and WLB on JS and QQ (Sarstedt & Mooi, 2014) and Malik et al. (2010) have used the Standardized beta value to separately assess the effect of their independent variables with a mediating impact of Job Satisfaction using separate Multiple Linear regressions for each Hypothesis. Therefore, this study will conduct two separate Multiple linear regression analysis and simple linear regression analysis to test both Hypothesis 6 and 7 without the intercept coefficient value include in the Baron and Kenny (1986) causal steps method equations as using the intercept coefficient value would not be feasible with the used of Standardized beta coefficient.

Table 21 showcases the results for the Mediating Regression Analysis of JS on WLB and QQ and its standardized Beta value are brought into perspective in the Figure.4 showcased below.

Table 21. Mediating Regression Analysis of JS on WLB and QQ

No.	DV	IV	Beta	T	Sig. t	F	Sig. F	Adjusted R2
-----	----	----	------	---	-----------	---	-----------	----------------

1	QQ	WLB	-0.851	-13.641	0.000	186.089	0.000	0.720
2	JS	WLB	0.838	12.952	0.000	167.743	0.000	0.698
3 & 4	QQ	JS	-0.813	-13.150	0.000	404.808	0.000	0.918
		WLB	-0.169	-2.738	0.008			

Source: Authors' estimation using survey data (2024)

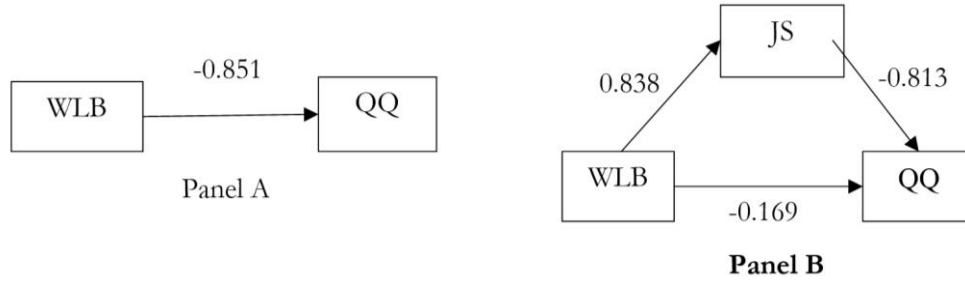


Figure 4. Estimated Single Mediator Model JS(WLB-QQ) with Standardized Regression Coefficients

Source: Survey Data (2024)

Based on the Baron and Kenny (1986) causal steps method and table.21 following equations are formulated.

- Step one: $QQ' = -0.851WLB + e_1$

QQ = Quiet Quitting

WLB = Work-life Balance

e_1 = error term

A standardized coefficient beta value of -0.851 with a significance of 0.000 indicates a significant negative total effect of WLB on QQ.

- Step Two: $JS' = 0.838WLB + e_2$

JS = Job Satisfaction

WLB = Work-life Balance

e_2 = error term

With a standardized coefficient beta value of 0.838 and a significant value of 0.000 this showcases a significant positive impact of WLB on JS.

- Step Three and Four:

- $QQ'' = -0.169WLB + (-0.813JS) + e_3$

QQ = Quiet Quitting

WLB = Work-life Balance

JS= Job Satisfaction

e3=error term

Step Three: With WLB being controlled, JS has a beta value of -0.813 with a significant value of 0.000 on QQ. This shows that JS has a negative significant impact on QQ. Step Four: With the inclusion of Job Satisfaction (M), the beta value of WLB reduces to -0.169, which is the direct effect on QQ while still remaining significant 0.008. Therefore, JS partially mediates the relationship between WLB and QQ. Thus, the below statement is accepted to a certain extent.

H6: Job satisfaction has a mediating relationship on Work-life Balance and Quiet Quitting

Table.22 presents the results for the Mediating Regression Analysis of JS on JB and QQ. Furthermore, Figure 5 is used to showcase the Mediating impact through the standardized beta value in table.22.

Table 22. Mediating Regression Analysis of JS on JB and QQ

No.	DV	IV	Beta	T	Sig. T	F	Sig. F	Adjusted R2
1	QQ	JB	0.731	9.032	0.000	81.583	0.000	0.528
2	JS	JB	-0.713	-8.578	0.000	73.586	0.000	0.502
3 & 4	QQ	JS	-0.882	-17.954	0.000	386.599	0.000	0.915
		JB	0.102	2.070	0.042			

Source: Authors' estimation using survey data (2024)

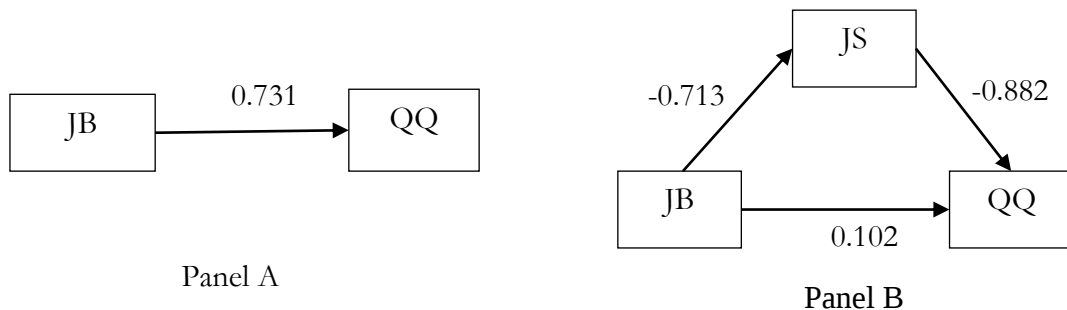


Figure 5. Estimated Single Mediator Model JS(JB-QQ) with Standardized Regression Coefficients

Source: Survey Data (2024)

The Baron and Kenny (1986) causal steps method and table 22 is used to formulate the following equations:

- Step One:

$$QQ' = 0.731JB + e_1$$

QQ= Quiet Quitting

JB = Job Burnout

e_1 =error term

A standardized beta value of 0.731 with a P-value of 0.000 indicates a strong positive total effect of JB on QQ.

- Step Two:

$$JS' = -0.713JB + e_2$$

JS = Job Satisfaction

JB = Job Burnout

e_2 =error term

With a standardized beta value of -0.713 and a P-value of 0.000 it indicates a strong negative effect of JB on JS.

- Step Three and Four:

$$QQ'' = 0.102JB + (-0.882JS) + e_3$$

QQ = Quiet Quitting

JB = Job Burnout

JS = Job Satisfaction

e_3 =error term

Step Three: By controlling Job Burnout, the path b of JS on QQ has a beta value of -0.882 and a significant value of 0.000, therefore there is a significant effect of JS on QQ. Step Four: By including Job Satisfaction (M), Job Burnout's direct effect beta value reduces to 0.102 while remaining significant at 0.042 P-value because it is <0.05. Therefore, Job Satisfaction partially mediates the relationship between Job Burnout and Quiet Quitting. Thus, the below statement is accepted to a certain extent.

H7: Job satisfaction has a mediating relationship on Job Burnout and Quiet Quitting

Correlation Analysis

Malik et al. (2010) used Bivariate Correlation and Partial Correlation to further examine the mediating impact. Therefore, this study would use Bivariate and Partial Correlation to further examine the mediating impact of Job Satisfaction as presented in table 23 and 24.

Bivariate Correlation and Partial Correlation

Table 23. Bivariate Correlation

Variables		QQ	JB	JS	WLB
QQ	Correlation	1			
	Sig.				

JB	Correlation	.731**	1		
	Sig.	.000			
JS	Correlation	-.955**	-.713**	1	
	Sig.	.000	.000		
WLB	Correlation	-.851**	-.558**	.838**	1
	Sig.	.000	.000	.000	

Source: Authors' estimation using survey data (2024)

Table 24. Partial Correlation (Controlled for JS)

Variables		JB	WLB	QQ
JB	Correlation	1		
	Sig.			
WLB	Correlation	.105	1	
	Sig.	.381		
QQ	Correlation	.240	-.311	1
	Sig.	.042	.008	

Source: Authors' estimation using survey data (2024)

Correlation of JS, WLB and QQ: As per the Bivariate Correlation analysis in table 23 the correlation between WLB and QQ is -0.851 with a p-value <0.01. Once JS is controlled as presented in table 24, the correlation coefficient dropped to -0.311 with a p-value <0.01. Thus, further supporting the mediating impact of JS on WLB and QQ.

Correlation JS, JB and QQ: Based on the Bivariate Correlation analysis in the table 23, the correlation between JB and QQ was 0.731 with a p-value of <0.01. After JS was controlled as showcased in table 24, the correlation coefficient reduced to 0.24 with a P-value of <0.5. Thus, further supporting the mediating impact of JS on JB and QQ.

Hypothesis Testing

Table 25. Hypotheses

Hypotheses	Status	Level of Significant
H1: Work-life Balance has a significant impact on Job Satisfaction.	Accepted	Significant at 0.000
H2: Job Burnout has a significant impact on Job Satisfaction.	Accepted	Significant at 0.000
H3: Job Satisfaction has a significant impact on Quiet Quitting.	Accepted	Significant at 0.000
H4: Work-life Balance has a significant impact on Quiet Quitting.	Accepted	Significant at 0.000
H5: Job Burnout has a significant impact on Quiet Quitting.	Accepted	Significant at 0.000
H6: Job satisfaction has a mediating relationship on Work-life Balance and Quiet Quitting	Accepted with partial mediation	Significant at 0.000
H7: Job satisfaction has a mediating relationship on Job Burnout and Quiet Quitting	Accepted with partial	Significant at 0.000

Source: Authors' estimation using survey data (2024)

Conclusion of the Study

When it comes to the findings, with a Beta value of -0.160 and a P-value of 0.000, WLB has a significant impact on QQ, as WLB can predict 72.4% of QQ this is also supported by Badilla et al. (2023) as they have identified WLB to be the highest impacting factor towards QQ. Therefore, improving WLB can bring about a considerable reduction on QQ. It is recommended for the company to ensure if their factory employees are able to maintain their WLB, programs such as daycare facilities in close proximity to the factory can be introduced. Furthermore, a transportation system for employees could be implemented to save time and ensure they can spend more time with their family. When it comes to JB, JB has P-value of 0.000, a Beta value of +0.813 and it predicts QQ by 53.5%. Therefore, JB has a significant positive impact on QQ, these findings are supported by Galanis, Katsiroumpa, Vraka, Siskou, Konstantakopoulou, Katsoulas, et al. (2023). Therefore, an increase in JB would lead to a significant positive impact on QQ. JB can be mitigated with the assessment of employee capabilities against the set targets as 49.3% of the employees have worked less than 12 Months, and based on that they can provide the required training to build the required capabilities. JS has a Beta value of -0.967, a P-value of 0.000 and 91.2% of QQ is predicted by JS. Therefore, JS has a significant impact on QQ and this is supported by Suhendar et al. (2023) and Galanis et al. (2024). Therefore, an increase in JS would bring about a significant reduction in QQ. Furthermore, there is a partial mediation of JS of the impact of WLB on QQ, thus, there is an indirect and direct impact of WLB on QQ. Lastly, there is a partial mediation of JS on JB and QQ and these findings are supported by Galanis, Katsiroumpa, Vraka, Siskou, Konstantakopoulou, Katsoulas, et al. (2023). Thus, increase in JB would result in a direct and indirect effect. Therefore, it can be concluded that, WLB and Job Burnout can bring about a significant impact on Quiet Quitting of the factory Employees in the selected Battery Manufacturing Company, while Job Satisfaction partially mediates the impact between these variables on Quiet Quitting.

Suggestion for Further Research

Future researchers can consider other employee categories such as from different departments or from different Hierarchy levels as this study primarily focus on Factory employees. Furthermore, future researchers can conduct studies based on different Generation groups working in the Manufacturing Industry and their level of Quiet Quitting and the reason for it.

References

- Al Doghan, M., & Malik, N. (2022). Gauging the effect of job burnout and stress on job satisfaction. *Przestrzeń Społeczna (Social Space)*, 22(1), 383-403.

- Arar, T., Cetiner, N., & Yurdakul, G. (2023). Quiet quitting: Building a comprehensive theoretical framework. *Journal of Academic Researches and Studies*, 15(28), 122-138. <https://doi.org/10.20990/kilisiibfakademik.1245216>
- Arunashantha, A. (2019). The impact of work-life balance on job satisfaction: With special reference to ABC Private Limited in Sri Lanka. *American Journal of Humanities and Social Sciences Research*, 3(6), 97-108.
- Atalay, M., & Dağistan, U. (2024). Quiet quitting: a new wine in an old bottle?. *Personnel Review*, 53(4), 1059-1074.
- Aydin, E., & Azizoglu, Ö. (2022). A new term for an existing concept: Quiet quitting—a selfdetermination perspective. In *International Congress on Critical Debates in Social Sciences* (pp. 285-295).
- Badilla, M. J., Alberto, J. M., Depacaquivo, A. K., Maranon, Z., & Regaspi, D. G. (2023). *Quiet quitting: Is it a trend among metro manila professionals*. [Master's thesis, Ateneo Graduate School of Business]. Zenodo. <https://doi.org/10.5281/zenodo.11181091>
- Bangura, S., & Lourens, M. (2023). An exploratory investigation into the reasons for quiet quitting: A case study of a private tertiary institution in Durban. In *Mbali International Conference Proceedings 2023*. Retrieved April 29, 2024, from https://www.researchgate.net/publication/378175714_MBALI_Conference_Proceedings_2023_update18Jan24_2#fullTextFileContent
- Baron, R. M., & Kenny, D. A. (1986) The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173-1182.
- Brough, P., Timms, C., Chan, X. W., Hawkes, A., & Rasmussen, L. (2020). Work–life balance: Definitions, causes, and consequences. In Theorell, T (Ed.), *Handbook of Socioeconomic Determinants of Occupational Health. Handbook Series in Occupational Health Sciences*. https://doi.org/10.1007/978-3-030-05031-3_20-1
- Campton, J., Tham, A., & Ting, H. (2023). Quiet quitting – Implications for Asian businesses. *Asian Journal of Business Research*, 13 (2), 128-134.
- Chen, W., Zhou, S., Zheng, W., & Wu, S. (2022). Investigating the relationship between job burnout and job satisfaction among Chinese generalist teachers in rural primary schools: A serial mediation model. *International Journal of Environmental Research and Public Health*, 19(21), 14427.
- De Seram, D.S., & Gnanpala, W. K. A. C. (2019). The impact of work-life balance on employee work performance in the hotel industry of Sri Lanka. In Aslam, M., Cooper, M. J. M., Ganapala, A and Gamage, T (Eds.) *Managerial Dilemmas in Developing Countries: Business, Marketing, Finance and Tourism*. (pp. 81-93). Cambridge Scholars Publishing.

- Efendi, M. A., Hawabi, A. I., & Purwaningtyas, E. K. (2023). The effect of work-life balance on quiet quitting in millennial generation workers. *Proceedings of the Conference Psychology and Flourishing Humanity*, 2352-5398. https://doi.org/10.2991/978-2-38476-188-3_6
- Formica, S., & Sfodera, F. (2022). The great resignation and quiet quitting paradigm shifts: An overview of current situation and future research directions. *Journal of Hospitality Marketing & Management*, 31(8), 899-907.
- Galanis, P., Katsiroumpa, A., Vraha, I., Siskou, O., Konstantakopoulou, O., Katsoulas, T., Moisoglou, I., Gallos, P., & Kaitelidou, D. (2023). The influence of job burnout on quiet quitting among nurses: the mediating effect of job satisfaction. *Research Square* <https://doi.org/10.21203/rs.3.rs-3128881/v1>
- Galanis, P., Katsiroumpa, A., Vraha, I., Siskou, O., Konstantakopoulou, O., Moisoglou, I., Gallos, P., & Kaitelidou, D. (2023). The quiet quitting scale: Development and initial validation. *AIMS Public Health*, 10(4), 828–848. <https://doi.org/10.3934/publichealth.2023055>
- Galanis, P., Katsiroumpa, A., Vraha, I., Siskou, O., Konstantakopoulou, O., Katsoulas, T., Moisoglou, I., Gallos, P., & Kaitelidou, D. (2024). Nurses quietly quit their job more often than other healthcare workers: An alarming issue for healthcare services. *International Nursing Review*, 1-10. <https://doi.org/10.1111/inr.12931>
- Gupta, B. C., Guttman, I., & Jayalath, K. P. (2020). Chapter 15: Simple linear regression analysis. *In Statistics and Probability with Applications for Engineers and Scientists using MINITAB, R and JMP* (2nd ed., pp. 622-692). John Wiley & Sons, Inc.
- Hamouche, S., Koritos, C., & Papastathopoulos, A. (2023). Quiet quitting: relationship with other concepts and implications for tourism and hospitality. *International Journal of Contemporary Hospitality Management*, 35(12), 4297-4312. <https://doi.org/10.1108/IJCHM-11-2022-1362>
- Hiltunen, H. (2023). *Quiet quitting phenomenon in Finnish Aviation Industry*. [Undergraduate honors thesis, Haaga-Helia University of Applied Sciences]. Theseus. <https://urn.fi/URN:NBN:fi:amk-202304276646>
- Johnson, J. R. (2023, February 28). What's new about quiet quitting (and what's not). *The Transdisciplinary Journal of Management*. <https://tjm.scholasticahq.com/article/72079-what-s-new-about-quiet-quitting-and-what-s-not>
- Kachhap, V., & Singh, T. (2024). Quiet quitting: a comprehensive exploration of hidden problems. *Development and Learning in Organizations: An International Journal*, 38(5), 23-26.
- Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30(3), 607-610. <https://doi.org/10.1177/001316447003000308>
- Lancaster, G. (2005). *Research Methods in Management: A concise introduction to research in management and business consultancy*. Elsevier Butterworth-Heinemann.

- Lu, M., Al Mamun, A., Chen, X., Yang, Q., & Masukujjaman, M. (2023). Quiet quitting during COVID-19: The role of psychological empowerment. *Humanities and Social Sciences Communications*, 10, Article 485. <https://doi.org/10.1057/s41599-023-02012-2>
- Malik, O. F., Waheed, A., & Malik, K. (2010). The mediating effects of job satisfaction on role stressors and affective commitment. *International Journal of Business and Management*, 5(11), 223-235.
- Mandagi. N. M., & Wijono, S. (2023). Work-life balance (WLB) and job satisfaction of employees at PT. X Yogyakarta. *Journal of Social Research*, 2(8), 2557-2563.
- Maslach, C., & Leiter, M. P. (2017). Understanding burnout: New models. In Cooper, C. L., & Quick, J. C (Eds.), *The Handbook of Stress and Health: A Guide to Research and Practice* (pp. 36-56). John Wiley & Sons. <https://doi.org/10.1002/9781118993811.ch3>
- Muposhi, A., & Chuchu, T. (2022). Influencing millennials to embrace sustainable fashion in an emerging market: a modified brand avoidance model perspective. *Journal of Fashion Marketing and Management: An International Journal*, (ahead-of-print), 1-21. <https://doi.org/10.1108/JFMM-07-2021-0169>
- Nordgren, H., & Ingemarsson Björs, A. (2023). Quiet quitting, loud consequences: The role of management in employee engagement [Batchelor's Degree, *Uppsala University*]. Diva Portal. <https://www.diva-portal.org/smash/record.jsf?pid=diva2%3A1744351&dswid=381>
- Ogunola, A. A., (2022). Quality of work-life and work-life balance as predictors of employee job satisfaction. *TAZKIYA Journal of Psychology*, 10(1), 74-84. <https://doi.org/10.15408/tazkiya.v10i1.22499>
- Otuya, W. (2019). Kenny and Baron 4 step analysis (1986): A case of employee job satisfaction as a mediator between ethical climate and performance among Sugarcane Transport Smes in Western Kenya. *Journal of Economics and Sustainable Development*, 10(14), 108-118.
- Ozturk, E., Arikan, O. U., & Ocak, M. (2023). Understanding quiet quitting: Triggers, antecedents and consequences. *International Journal of Behavior, Sustainability and Management*, 10(18), 58-79.
- Pallant, J. (2016) *SPSS survival manual: A step by step guide to data analysis using IBM SPSS* (5th ed). McGraw-Hill Education.
- Pathak, A. K., Dubet, P., & Singh. D. (2019). Work life balance & job satisfaction: A literature review. *International Journal of Computer Sciences and Engineering*, 7(3), 182-187.
- Preacher, K. J., & Hayes, A. F. (2004). SPSS and SAS procedures for estimating indirect effects in simple mediation models. *Behavior Research Methods, Instruments, & Computers*, 36(4), 717-731.
- Ratnatunga, J. (2022). Quiet quitting: The silent challenge of performance management. *Journal of Applied Management Accounting Research*, 20(2), 13-20.

- Santhanam, N., & Srinivas, S. (2020). Modeling the impact of employee engagement and happiness on burnout and turnover intention among blue-collar workers at a manufacturing company. *Benchmarking: An International Journal*, 27(2), 499-516.
- Sarstedt, M., & Mooi, E. (2014). Regression analysis. In Sarstedt, M., & Mooi, E., *A Concise Guide to Market Research* (2nd ed., pp. 193–233). Springer. https://doi.org/10.1007/978-3-642-53965-7_7
- Saunders, M., Lewis, P., & Thornhill, A. (2007). *Research Methods for Business Students*. (4th ed.) Pearson Education Limited.
- Schaufeli, W. B. (2006). The balance of give and take: Toward a social exchange model of burnout. *Revue Internationale de Psychologie Sociale*, 19(1), 75- 119.
- Schaufeli, W. B., Desart, S., & Witte, H. D. (2020). Burnout assessment tool (BAT) - development, validity, and reliability. *International Journal of Environmental Research and Public Health*, 17(24). <https://doi.org/10.3390/ijerph17249495>
- Seltman, H. J. (2018, July 11). Experimental design and analysis. *Illinois Institute of Technology*. <https://repository.iit.edu/islandora/object/islandora%3A1012018>
- Shah, D., & Parekh, M. (2023). Understanding work-life balance: An analysis of quiet quitting and age dynamics using deep learning. *International Research Journal of Engineering and Technology*, 10(6), 1230-1235.
- Sinval, J., & Maroco, J. (2020). Short index of job satisfaction: Validity evidence from Portugal and Brazil. *PLOS ONE*, 15(4). <https://doi.org/10.1371/journal.pone.0231474>
- Sirgy, M. J., & Lee, D. (2018). Work-life balance: An integrative review. *Applied Research in Quality of Life*, 13, 229–254. <https://doi.org/10.1007/s11482-017-9509-8>
- Spector, P. E. (2022) *Job Satisfaction: From assessment to intervention*. Routledge. <https://doi.org/10.4324/9781003250616>
- Suhendar, A., Setiadi, R., Artati, A., & Rohman, A. (2023). The new trend: Why Indonesian digital start-up employees are opting for quiet quitting. *WSEAS Transactions and Computer Research*, 11, 166-180. <https://doi.org/10.37394/232018.2023.11.15>
- Tasdelen-Karckay, A., & Bakalim, O. (2017). The mediating effect of work–life balance on the relationship between work–family conflict and life satisfaction. *Australian Journal of Career Development*, 26(1), 3-13.
- Thangaswamy, A., & Thiagaraj. D. (2017). Theoretical concept of Job Satisfaction-A study. *International Journal of Research- GRANTHAALAYAH*, 5(6), 464-470.
- Wu, F., Ren, Z., Wang, Q., He, M., Xiong, W., Ma, G., Fan, X., Guo, X., Liu, H., & Zhang, X. (2021). The relationship between job stress and job burnout: the mediating effects of perceived social support and job satisfaction. *Psychology, Health & Medicine*, 26(2), 204-211. <https://doi.org/10.1080/13548506.2020.1778750>

- Yikilmaz, I. (2022, October). Quiet quitting: A conceptual investigation. *Proceedings of the ANADOLU 10th International Conference on Social Science. Diyarbakır*.
https://www.researchgate.net/publication/364821194_QUIET_QUITTING_A_CONCEPTUAL_INVESTIGATION
- Zikmund, W. G., Babin, B. J., Griffin. M., & Carr, J. C. (2010). *Business research methods*. (8th ed). South-Western Cengage Learning.