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# Work–Life Balance as a Moderator of the Relationship Between Burnout and Quiet Quitting Among Generation Z Television Workers in Jakarta

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**Abstract**: Television work combines live deadlines, irregular schedules, creative evaluation, and continuous digital distribution. This study examines work–life balance as an antecedent of burnout and quiet quitting and as a moderator of the burnout–quiet quitting relationship among adult Generation Z television workers in Jakarta. A cross-sectional online survey yielded 351 complete purposively sampled responses. Burnout was modeled as a reflective higher-order construct comprising emotional exhaustion, cynicism/depersonalization, and reduced personal accomplishment. SmartPLS 4 procedures used a sequential two-stage latent-score interaction and 5,000 bootstrap samples. Work–life balance was negatively associated with burnout ($\beta = -0.702$, $p < 0.001$) and quiet quitting ($\beta = -0.128$, $p = 0.009$), whereas burnout was positively associated with quiet quitting ($\beta = 0.581$, $p < 0.001$). The positive interaction was significant ($\beta = 0.131$, $p = 0.004$): the burnout–quiet quitting slope increased across low, mean, and high work–life balance. This does not imply that balance increases quiet quitting; predicted withdrawal was lower at low burnout and the lines converged as burnout rose. A plausible interpretation is a recovery ceiling, although ceiling effects, range restriction, and nonlinearity remain alternatives. The findings support prevention before burnout becomes severe and direct demand reduction thereafter.

**Keywords:** Burnout, Generation Z, Moderation, Quiet Quitting, Television Industry, Work–Life Balance.

## INTRODUCTION

Television work is attractive because it offers identity, visibility, and creative autonomy, yet the same qualities can normalize long hours and make strain difficult to acknowledge (Deuze, 2025). Peer-reviewed evidence from television and journalism identifies compressed deadlines, insecure employment, difficult workplace cultures, workload, trauma exposure, and limited organizational support as recurrent stressors (Goodwin et al., 2024; MacDonald et al., 2016). Earlier television-news research also documented high burnout within an expanding industry (Reinardy, 2013). These demands are closely connected to the present constructs: irregular scheduling and continuous availability

interfere with recovery, chronic strain depletes resources, and employees may respond by restricting discretionary effort.

The sectoral concern extends beyond isolated cases. In a 2024 survey of more than 4,300 film, television, and cinema workers, 35% rated their mental health as poor or very poor, 63% reported that work negatively affected their mental health, and 64% had considered leaving because of mental-health concerns (Film and TV Charity, 2025). Comparable Indonesian television-wide data remain limited. The World Health Organization (2019) defines burnout as an occupational phenomenon resulting from chronic workplace stress that has not been successfully managed. Burnout should therefore be interpreted as an employee–work-system mismatch rather than weak individual resilience (Maslach & Leiter, 2016).

Quiet quitting is one possible withdrawal response: employees continue to meet formal role requirements while reducing discretionary time, energy, initiative, or psychological investment. It is not literal resignation and should not automatically be treated as laziness; it may represent boundary restoration when extra-role contribution feels unsustainable or insufficiently reciprocated (Formica & Sfodera, 2022; Galanis et al., 2023). Burnout has been linked to quiet quitting in general employee and professional samples (Lu et al., 2023; Zhou et al., 2026), while conceptual and systematic reviews position quiet quitting as a multi-level outcome of work design, leadership, fairness, well-being, and labor-market conditions rather than a generational attitude alone (Mahand & Caldwell, 2023; Maheshwari, 2026). In live creative production, even a modest reduction in discretionary coordination can disrupt interdependent workflows.

The focus on Generation Z does not imply that television stress is unique to, or necessarily greater in, this cohort; workers of every generation may be affected. The Indonesian census convention defines Generation Z as people born in 1997–2012 (Badan Pusat Statistik, 2021). This study operationalized only its adult workforce segment: respondents had to be 18–29 years old in 2026, broadly corresponding to birth years 1997–2008, because minors require different consent and employment safeguards and were outside the target population. Adult Generation Z is analytically relevant because many members are in early career positions with less task control, bargaining power, and accumulated recovery strategies. Workload, autonomy, support, and employment conditions differentiate emotional exhaustion among young workers (van Veen et al., 2023).

Adult Generation Z also entered television after platform convergence and digitally extended work had become routine. These workers may bridge broadcast, streaming, and social-media workflows while occupying junior, coordination-intensive roles. Deloitte's (2026) international survey provides contextual—not cohort-causal—evidence: 58% of Generation Z respondents reported digital fatigue, while stress/burnout and work–life balance were prominent perceived barriers to leadership. Selecting one adult cohort reduces some heterogeneity in career and historical labor-market experience, but it cannot distinguish a cohort effect from age, career stage, occupation, or period. This limitation is central to interpretation.

**Theoretical Model and Hypotheses**

Job Demands–Resources (JD–R) theory provides the main framework. Demands such as time pressure, irregular shifts, emotional labor, and simultaneous production tasks consume sustained effort and are associated with an energetic impairment process, whereas resources such as autonomy, support, predictable schedules, and recovery opportunities sustain motivation and well-being (Bakker & de Vries, 2021; Bakker et al., 2023; Demerouti & Bakker, 2023). Work–life balance is an appraisal that work and nonwork roles are compatible with current priorities (Brough et al., 2014). Greater compatibility should be associated with lower burnout because detachment and recovery limit continuing resource loss. It should also be associated with lower quiet quitting by supporting reciprocity and sustainable discretionary effort. Burnout, in turn, should be associated with greater quiet quitting because depleted employees have fewer resources for extra-role contribution.

The moderation argument concerns the translation of strain into withdrawal, not merely the upstream association between balance and burnout. The buffering account is grounded in Job Demands–Resources theory and the work–home resources model, which propose that contextual resources can replenish finite personal resources such as time, energy, and positive affect and thereby interrupt resource-loss processes (Bakker et al., 2023; ten Brummelhuis & Bakker, 2012). A compatible work–nonwork arrangement may facilitate the recovery experiences of psychological detachment,

relaxation, mastery, and control identified by Sonnentag and Fritz (2007). Consistent with this mechanism, respite from job stressors reduced burnout, and stronger psychological detachment amplified the beneficial respite effect in the study by Etzion et al. (1998). Accordingly, work–life balance could weaken the extent to which accumulated burnout is translated into minimum-role behavior. However, the present work–life balance scale measures perceived role compatibility rather than detachment or recovery itself; buffering is therefore a theoretically informed mechanism, not a directly tested mediator.

The competing boundary-enforcement account follows boundary theory and person–environment fit. Boundary theory does not identify integration or segmentation as universally optimal: segmentation reduces role blurring but makes boundary crossings more pronounced, while integration eases transitions but increases permeability (Ashforth et al., 2000). Empirical studies likewise show that outcomes depend on the fit between employees' preferred and enacted segmentation and on their perceived boundary control, rather than on one boundary style alone (Kossek et al., 2012; Kreiner, 2006). This logic is relevant because quiet quitting has been conceptualized partly as an intentional coping response combining boundary-setting with reduced discretionary effort (Armstrong & Pfandler, 2024; Maheshwari, 2026). Employees with clearer boundaries may therefore maintain lower withdrawal while burnout remains manageable but restrict extra-role effort more decisively once strain exceeds a personally sustainable threshold. Conversely, workers with chronically low balance may already report elevated withdrawal, leaving less room for further increase. Prior research supports the component mechanisms but has not directly established this exact burnout and work–life balance interaction, particularly in television work. Because both accounts were theoretically defensible and the available cross-sectional evidence did not justify a directional prior, the moderation hypothesis was specified as non-directional before examining the interaction sign.

The empirical contribution also lies in the integration of the model. The analysis uses a coordinated field survey of 351 respondents. The research gap and novelty are therefore established from published literature. Existing studies remain partial: Lu et al. (2023) considered psychological empowerment in the burnout–quiet quitting relationship; Prentice et al. (2025) placed work–life imbalance upstream of burnout and withdrawal among hospitality employees; and Zhou et al. (2026) modeled burnout as a mediator between stressors and quiet quitting among lecturers. The present integrated reanalysis advances this literature by estimating the direct work–life balance path, a reflective higher-order burnout construct, the burnout and work–life balance interaction, and conditional slopes in one television-industry model. It therefore tests work–life balance as a boundary condition rather than merely combining variables in a single structural equation model.

**H1: Work–life balance is negatively associated with burnout among adult Generation Z television workers.**
**H2: Burnout is positively associated with quiet quitting among adult Generation Z television workers.**
**H3: Work–life balance is negatively associated with quiet quitting among adult Generation Z television workers.**
**H4: Work–life balance moderates the association between burnout and quiet quitting among adult Generation Z television workers.**

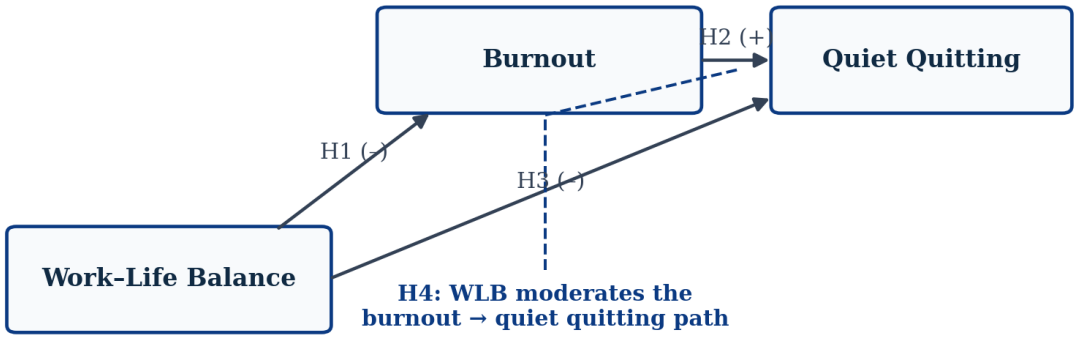



**Figure 1. Conceptual Model**

*Source: Developed by the authors (2026).*

## METHODS

### Design, Participants, and Recruitment

This study used a quantitative cross-sectional design and an integrated dataset from one coordinated field survey. The two unpublished undergraduate documents associated with the survey were treated only as research working papers and data-source documentation for consolidating the work–life balance, burnout, and quiet-quitting variables; they were not used as scholarly references. The target population was adult Generation Z employees working in television organizations in the Special Capital Region of Jakarta. Eligibility required self-reported age of 18–29 years at survey entry and permanent or contract employment in the television industry. A complete sampling frame was unavailable; therefore, purposive non-probability sampling was used. The questionnaire was piloted with 30 eligible workers from 15 to 18 June 2026, and pilot records were excluded from the final analysis.

Field data were collected with Google Forms from 22 June to 18 July 2026. Invitations were circulated through human-resource contacts at television organizations, the researchers' professional networks, and WhatsApp, Telegram, Instagram, Facebook, X, e-mail, and TikTok. The invitation described the study, eligibility requirements, voluntary nature of participation, confidentiality, and the right to stop before submission. Electronic informed consent was required before participants could access the questionnaire. No direct personal identifiers were included in the analytic file. A total of 351 complete responses passed the survey branch used for eligible respondents; no item-level data were missing.

**Ethical statement.** The study was conducted as supervised undergraduate research at the Faculty of Psychology, Universitas Pancasila, and all respondents provided electronic informed consent.

Eligibility was based on mandatory self-report at survey entry; it was not independently verified against identity or employer records. The de-identified export also contained an auxiliary free-entry age field. Of 351 records, 325 contained interpretable ages of 20–29 years (M = 25.54, SD = 1.85), while 26 contained malformed entries. These 26 were excluded from age summaries but retained in the structural analysis because they entered the eligible survey branch and had complete substantive responses. Age was not a primary control because the design intentionally restricted the sample to one adult cohort and exact age could not be rechecked for all cases. As a robustness check among the 325 valid-age cases, adding standardized age left the focal coefficients virtually unchanged; nevertheless, this check does not substitute for independent eligibility verification.

**Table 1. Respondent Characteristics**

| Characteristic | Category | n | % |
|---|---|---|---|
| Gender | Men | 189 | 53.8 |
| | Women | 162 | 46.2 |
| Employment status | Permanent | 206 | 58.7 |
| | Contract | 145 | 41.3 |
| Tenure | < 3 years | 129 | 36.8 |
| | 3–5 years | 173 | 49.3 |
| | > 5 years | 49 | 14.0 |
| Valid age | 20–23 years | 46 | 14.2 |
| | 24–26 years | 181 | 55.7 |
| | 27–29 years | 98 | 30.2 |

*Note: Percentages for valid-age categories use n = 325; all other percentages use n = 351. Source: Primary survey data processed by the authors (2026).*

## Measures

Burnout was measured with The Maslach-Trisni Burnout Inventory: Adaptation for Indonesia (M-TBI; Widhianingtanti & van Luijtelaar, 2022). Its 22 indicators represent emotional exhaustion (9), cynicism/depersonalization (5), and personal accomplishment (8). Personal-accomplishment responses were reversed so that higher scores consistently indicated reduced accomplishment and greater burnout. The published instrument article is open access under the Creative Commons Attribution–ShareAlike 4.0 license; the instrument was used with attribution rather than under a proprietary permission. The field questionnaire used five frequency categories (1 = never to 5 = every day), which differs from the response format reported in the validation article; consequently, the psychometric results below apply to this administration and should not be treated as a direct replication of the original norms. Burnout was modeled as a reflective higher-order construct manifested by the three reflective lower-order dimensions, rather than as an undifferentiated 22-item block.

Quiet quitting was measured with the nine-item Quiet Quitting Scale, covering detachment, lack of initiative, and lack of motivation (Galanis et al., 2023). Work–life balance was measured with the four-item scale developed by Brough et al. (2014). Both used five response categories. Higher quiet-quitting scores represented greater psychological and behavioral withdrawal; higher work–life balance scores represented greater perceived compatibility between work and nonwork roles. Complete item-level outer loadings are provided in Appendix A.

## PLS-SEM Analysis

Analysis followed the SmartPLS 4 path-weighting workflow. All lower-order constructs were specified reflectively (Mode A). A sequential score approach was used. First, emotional exhaustion, cynicism/depersonalization, reduced personal accomplishment, quiet quitting, and work–life balance were estimated from their indicators, and standardized latent-variable scores were saved. Second, the three standardized burnout-dimension scores served as indicators of the reflective higher-order burnout construct. For moderation, the standardized higher-order burnout and work–life balance scores were multiplied to create a single product term; this term was entered with both main effects in the quiet-quitting equation. The product was regenerated within each bootstrap resample. This specification follows disjoint two-stage higher-order and two-stage interaction guidance (Becker et al., 2018, 2023).

The measurement model was evaluated using outer loadings, Cronbach's alpha, composite reliability, average variance extracted (AVE), the Fornell–Larcker matrix, and the heterotrait–monotrait ratio (HTMT). Reference values were loading $\geq 0.70$, reliability $\geq 0.70$, AVE $\geq 0.50$, and the conservative HTMT criterion $< 0.85$; reliability $> 0.95$ was flagged for possible redundancy rather than automatically treated as superior (Hair et al., 2022). Structural collinearity was assessed with variance inflation factors (VIF $< 5$). Inference used 5,000 nonparametric bootstrap samples, no sign changes, two-tailed $\alpha = 0.05$, and 95% percentile confidence intervals. SRMR was not emphasized because the study focused on component-based prediction and the target journal template does not require it.

$R^2$ and adjusted $R^2$ are reported as in-sample explanatory statistics without universal "moderate" or "substantial" labels. Ten-fold cross-validated $Q^2$ values compare predictions with the mean benchmark; values above zero indicate internal predictive relevance, not external predictive validation. Effect sizes were interpreted using the conventional $f^2$ references of approximately 0.02, 0.15, and 0.35 for small, medium, and large incremental contributions, while recognizing that context and design matter (Hair et al., 2022). Conditional burnout slopes were estimated at work–life balance values of −1 SD, the mean, and +1 SD.

## RESULTS AND DISCUSSION

### Descriptive Results and Measurement Model

Burnout (M = 4.499) and quiet quitting (M = 4.392) were concentrated near the upper limit of the five-point response scale, whereas work–life balance was closer to the midpoint (M = 3.210; Table 2). Indicator-level diagnostics confirmed the concentration: 55.6%–60.7% of responses to individual burnout indicators and 47.6%–54.4% of responses to quiet-quitting indicators were at the maximum category (Table 3). The negative skew and restricted upper-end variance may attenuate some linear associations, destabilize product terms, or conceal nonlinear patterns. Therefore, the significant moderation result is interpreted cautiously rather than as proof of a specific recovery mechanism.

**Table 2. Descriptive Statistics of the Constructs**

| Construct | Items | Mean | SD | Minimum | Maximum | Skewness |
|---|---|---|---|---|---|---|
| Burnout | 22 | 4.499 | 0.505 | 2.05 | 5.00 | −1.61 |
| Quiet quitting | 9 | 4.392 | 0.576 | 1.89 | 5.00 | −1.45 |
| Work–life balance | 4 | 3.210 | 0.725 | 1.00 | 5.00 | −0.18 |

*Note: Descriptives use raw five-point composite scores; personal-accomplishment items were reverse scored. Source: Primary survey data processed by the authors (2026).*

**Table 3. Indicator Distribution and Ceiling Diagnostics**

| Construct | Indicator mean range | % at maximum range | Indicator skewness range |
|---|---|---|---|
| Burnout | 4.456–4.536 | 55.6–60.7 | −1.173 to −0.968 |
| Quiet quitting | 4.359–4.442 | 47.6–54.4 | −1.045 to −0.894 |
| Work–life balance | 3.182–3.234 | 4.0–5.7 | −0.056 to −0.026 |

*Note: Maximum = response category 5. Ranges summarize individual indicators, not construct-score distributions. Source: Primary survey data processed by the authors (2026).*

All first-order item loadings exceeded 0.70. Dimension-level alpha values ranged from 0.876 to 0.921 and composite reliability ranged from 0.910 to 0.935. The higher-order burnout construct had loadings of 0.961–0.973, alpha = 0.965, and composite reliability = 0.977. This high higher-order reliability reflects strongly overlapping burnout dimensions and warrants caution, but the lower-order blocks remained below 0.95 and retained distinct theoretical content. A shorter burnout measure might improve parsimony in future studies only after independent validation in Indonesian television work; deleting items solely to reduce alpha would compromise content coverage.

**Table 4. Reflective Measurement Model**

| Construct | Indicators | Loading range | Cronbach's α | Composite reliability | AVE |
|---|---|---|---|---|---|
| Emotional exhaustion | 9 | 0.766–0.805 | 0.921 | 0.935 | 0.613 |
| Cynicism/depersonalization | 5 | 0.792–0.847 | 0.876 | 0.910 | 0.669 |
| Reduced personal accomplishment | 8 | 0.763–0.792 | 0.905 | 0.924 | 0.602 |
| Burnout (higher-order) | 3 dimensions | 0.961–0.973 | 0.965 | 0.977 | 0.935 |
| Quiet quitting | 9 | 0.746–0.840 | 0.931 | 0.943 | 0.646 |
| Work–life balance | 4 | 0.876–0.899 | 0.904 | 0.933 | 0.777 |

*Note: AVE = average variance extracted. Higher-order burnout indicators are standardized scores for the three lower-order dimensions. Source: Primary survey data processed by the authors (2026).*

Discriminant validity was supported using a consistent HTMT < 0.85 criterion. HTMT values were 0.792 for burnout–quiet quitting, 0.756 for burnout–work–life balance, and 0.620 for quiet quitting–

work–life balance. The square root of AVE on the diagonal also exceeded the absolute corresponding construct correlations in the lower triangle (Table 5). Thus, depleted affect and self-evaluation were related to, but empirically distinct from, discretionary withdrawal and perceived role compatibility.

**Table 5. Discriminant Validity Matrix**

| Construct | Burnout | Quiet quitting | Work–life balance |
|---|---|---|---|
| Burnout | 0.967 | 0.792 | 0.756 |
| Quiet quitting | 0.750 | 0.804 | 0.620 |
| Work–life balance | −0.702 | −0.569 | 0.882 |

*Note: Diagonal = square root of AVE; lower triangle = construct correlations; upper triangle = HTMT. Source: Primary survey data processed by the authors (2026).*

## Structural Model and Hypothesis Testing

VIF values were 3.190 for burnout, 2.170 for work–life balance, and 1.726 for the interaction term, all below 5. The model accounted for 49.3% of the in-sample variance in burnout and 57.6% in quiet quitting. Ten-fold cross-validated $Q^2$ values were positive (0.488 and 0.572), indicating improvement over the internal mean benchmark; they should not be read as evidence of transportability to other organizations or cohorts.

**Table 6. Structural Model Explanatory and Internal Predictive Statistics**

| Endogenous construct | $R^2$ | Adjusted $R^2$ | 10-fold CV $Q^2$ |
|---|---|---|---|
| Burnout | 0.493 | 0.492 | 0.488 |
| Quiet quitting | 0.576 | 0.572 | 0.572 |

*Note: $R^2$ statistics describe in-sample explanation; cross-validated $Q^2$ describes internal predictive relevance relative to a mean benchmark. Source: Primary survey data processed by the authors (2026).*

All four hypotheses were statistically supported (Table 7). Work–life balance was strongly negatively associated with burnout ($\beta = -0.702$, $p < 0.001$). Its $f^2 = 0.974$ is far above the conventional 0.35 reference, but this should not be read causally because work–life balance and burnout are conceptually close, contemporaneously self-reported, and estimated in a ceiling-skewed cross-sectional sample. Burnout was positively associated with quiet quitting ($\beta = 0.581$, $p < 0.001$; $f^2 = 0.250$). Work–life balance retained a small negative direct association with quiet quitting ($\beta = -0.128$, $p = 0.009$; $f^2 = 0.018$), statistically supporting H3 but adding less than the conventional small-effect reference.

**Table 7. Path Coefficients and Hypothesis Decisions**

| Hypothesis / path | β | SE | t | p | 95% percentile CI | $f^2$ | Decision |
|---|---|---|---|---|---|---|---|
| H1: WLB → burnout | −0.702 | 0.024 | 29.184 | <0.001 | [−0.748, −0.653] | 0.974 | Supported |
| H2: Burnout → QQ | 0.581 | 0.063 | 9.256 | <0.001 | [0.454, 0.702] | 0.250 | Supported |
| H3: WLB → QQ | −0.128 | 0.049 | 2.601 | 0.009 | [−0.221, −0.030] | 0.018 | Supported |
| H4: Burnout × WLB → QQ | 0.131 | 0.046 | 2.863 | 0.004 | [0.043, 0.220] | 0.023 | Supported |

*Note: 5,000 bootstrap samples; CI = confidence interval; QQ = quiet quitting; WLB = work–life balance. Source: Primary survey data processed by the authors (2026).*

The positive interaction supported the pre-specified non-directional H4. Simple slopes were positive at low ($\beta = 0.470$), mean ($\beta = 0.581$), and high work–life balance ($\beta = 0.693$), and all percentile confidence intervals excluded zero (Table 8). Figure 2 shows the practical meaning: when burnout was low, higher work–life balance corresponded to lower predicted quiet quitting. As burnout rose, the lines converged because the slope was steeper at higher balance. Higher work–life balance therefore did not itself increase quiet quitting; the interaction changed how rapidly predicted withdrawal rose with burnout while the negative main association remained in the equation.

**Table 8. Conditional Association of Burnout With Quiet Quitting**

| Work–life balance level | Slope β | SE | p | 95% percentile CI |
|---|---|---|---|---|
| Low (−1 SD) | 0.470 | 0.094 | <0.001 | [0.278, 0.645] |
| Mean | 0.581 | 0.063 | <0.001 | [0.454, 0.698] |
| High (+1 SD) | 0.693 | 0.044 | <0.001 | [0.604, 0.774] |

*Note: Effects use standardized construct scores. Source: Primary survey data processed by the authors (2026).*

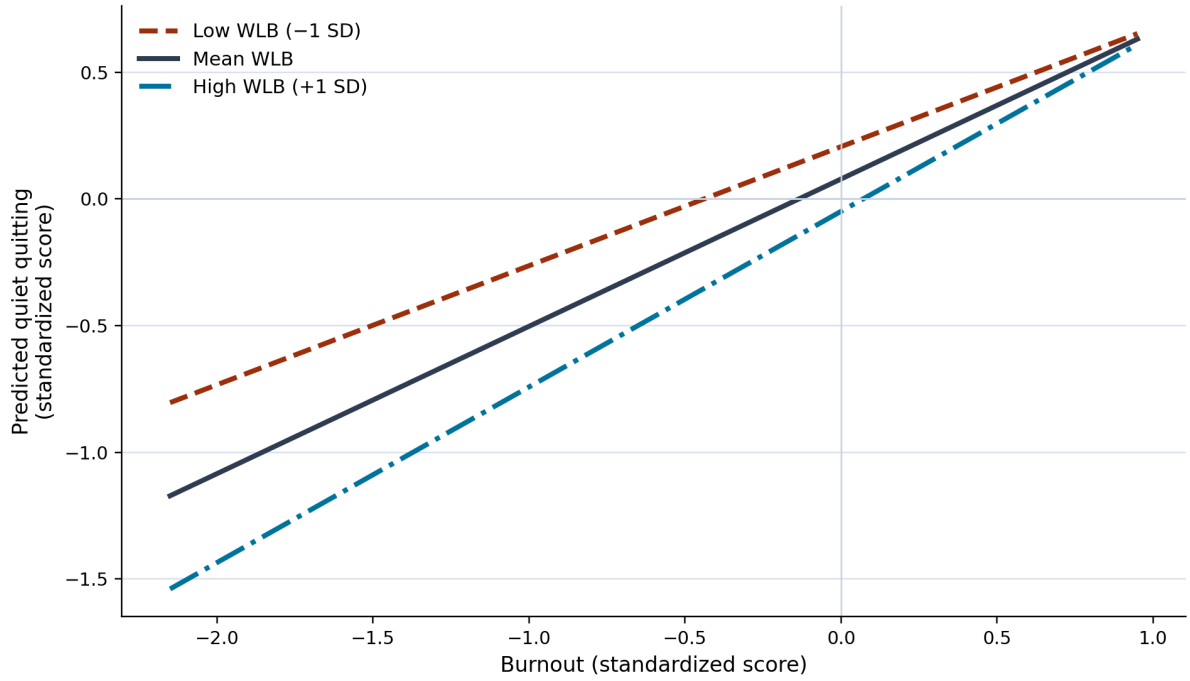



**Figure 2. Work–Life Balance Moderation of the Burnout–Quiet Quitting Relationship**

*Note: Lines are plotted from the standardized-score product model at −1 SD, the mean, and +1 SD of work–life balance. Source: Primary survey data processed by the authors (2026).*

The valid-age sensitivity analysis did not materially alter the focal estimates. In the n = 325 subset, the unadjusted interaction coefficient was 0.138 and remained 0.138 after age was added; the burnout and work–life balance coefficients also changed by no more than 0.011, and age had a near-zero association with quiet quitting (β = 0.004). This supports robustness within records with valid ages, but it cannot prove the eligibility of malformed records or estimate differences outside the restricted adult Generation Z range.

## Discussion

The data demonstrate a strong negative contemporaneous association between work–life balance and burnout; they do not establish that balance temporally reduces burnout. JD–R theory offers a plausible mechanism: television schedules that repeatedly occupy recovery time may sustain resource loss and health impairment, while compatible work and nonwork roles may support detachment (Bakker et al., 2023). However, reverse direction, stable response tendencies, and unmeasured job design are also possible. The unusually large H1 effect size therefore warrants replication with longitudinal exposure and objective scheduling data.

The positive burnout–quiet quitting association is consistent with published evidence linking depleted resources with minimum-role behavior (Lu et al., 2023; Zhou et al., 2026). Employees who report exhaustion, cynicism, and reduced accomplishment also report less initiative and motivation. This pattern is compatible with resource conservation, but the present design cannot establish whether burnout precedes quiet quitting or whether mutual disengagement amplifies both reports. Quiet quitting should therefore be used as an organizational diagnostic, not a moral or disciplinary label.

The small direct work–life balance association indicates that balance retains incremental relevance after burnout is included. Predictable boundaries may support reciprocity and willingness to contribute, while repeated boundary violations may weaken it even before severe burnout. This accords with hospitality evidence placing work–life imbalance upstream of burnout and withdrawal-related outcomes (Prentice et al., 2025). Because the incremental effect was very small, balance is one element within a broader system of workload, fairness, recognition, voice, development, and employment security.

The positive moderation is the study's distinctive result and qualifies a universal buffering assumption. A plausible "recovery ceiling" interpretation is that work–life balance differentiates

withdrawal most clearly when burnout is low, but a general sense of role compatibility cannot offset accumulated exhaustion once strain becomes severe. Employees who usually maintain clearer boundaries may also translate severe burnout into minimum-role behavior more decisively. This mechanism was not measured and must remain an interpretation. The very high burnout and quiet-quitting means create competing explanations: upper-end ceiling effects and range restriction may compress the low-balance line, a nonlinear association may be approximated by the product term, or occupational subgroups may follow different slopes. Longitudinal, nonlinear, and subgroup models are needed before privileging one explanation.

The Generation Z focus should likewise remain bounded. The study shows within-cohort variation among adult Generation Z television workers, not a generational cause. With no older comparison group, cohort cannot be separated from age, career stage, television occupation, or the 2026 labor-market period. The strategic value of the sample lies in examining an early-career workforce situated at the intersection of broadcast and digital production. Organizations should assess workload, autonomy, schedules, and supervision instead of treating "Gen Z" as a proxy for fragility or low commitment.

The theoretical contribution lies in distinguishing several roles for work–life balance within one integrated model. Relative to Lu et al. (2023), which examined psychological empowerment; Prentice et al. (2025), which modeled imbalance as an upstream strain; and Zhou et al. (2026), which modeled burnout as a mediator, this study identifies work–life balance in three statistically distinct positions: an upstream negative association with burnout, a very small direct negative association with quiet quitting, and a positive moderation of the burnout–quiet quitting slope. The latter changes intervention logic but remains a small, context-dependent, cross-sectional interaction.

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

Among 351 adult Generation Z television workers in Jakarta, work–life balance was associated with lower burnout and slightly lower quiet quitting, whereas burnout was associated with higher quiet quitting. The model explained 49.3% of burnout variance and 57.6% of quiet-quitting variance in this sample. The positive burnout and work–life balance interaction ($\beta = 0.131$, $p = 0.004$) means that the burnout–quiet quitting slope was steeper at higher balance; it does not mean that work–life balance itself increased quiet quitting. A recovery ceiling is one plausible interpretation, but ceiling effects, restricted variance, and nonlinearity remain credible alternatives.

Generation Z was selected as an adult early-career segment deeply embedded in convergent television work, not because the study assumes that it is weaker or more stressed than every other generation. Without comparison cohorts, the results cannot isolate a generational effect from age, career stage, occupation, or historical period.

### Limitations

The cross-sectional, single-source design prevents causal or temporal inference. Common-method and self-report bias may inflate shared variance in the main effects and may also distort the interaction estimate in an uncertain direction. Purposive online recruitment through HR contacts, networks, and social media creates selection and nonresponse bias because participation probabilities and reasons for nonparticipation are unknown. Eligibility was self-reported, 26 auxiliary age entries were malformed, and no independent HR or identity check was available. The valid-age sensitivity analysis cannot fully resolve that concern. The sample is limited to Jakarta and one cohort, and no organization, production function, shift pattern, overtime, contract precarity, or objective workload controls were modeled. High means, negative skew, and possible ceiling effects restrict generalization to lower-strain settings. Finally, the five-point M-TBI administration differed from the validation response format, and higher-order reliability above 0.95 suggests overlap that should be investigated with validated shorter forms and measurement-invariance testing.

### Recommendations

Directly supported priority—prevention: organizations should monitor work–life balance, burnout, and quiet quitting together and treat the observed pattern as an association, not proof that a specific policy will cause improvement. The data justify prioritizing early identification before burnout becomes severe. Evidence-informed organizational practices—not directly tested here—include

predictable rosters, adequate staffing, recovery intervals between shifts, realistic turnaround times, protected off-duty communication, transparent recognition of extra-role work, and supervisor training.

Second priority—response after severe burnout: a generic wellness or flexibility message should not substitute for direct review of workload, deadlines, role conflict, staffing, and psychological safety. Where clinically appropriate, confidential professional support should accompany restored recovery time and clarified responsibilities. Quiet-quitting measures should be anonymous and used for organizational diagnosis rather than individual ranking or discipline.

Research priority: future studies should compare Generation Z with millennials and Generation X; distinguish newsroom, production, creative, technical, sales, and support functions; pre-register directional and nonlinear alternatives; use longitudinal or diary designs; and combine self-report data with schedules, overtime, absence, turnover, and production-error indicators. Qualitative interviews can test whether the positive interaction reflects boundary enforcement, accumulated depletion, response scaling, or occupational heterogeneity.

## AUTHOR CONTRIBUTIONS

Seta Ariawuri Wicaksana: Methodology, Supervision, Validation, Writing – Review & Editing. Audrey Meiliana Ibrahim Siregar: Conceptualization, Investigation, Data Curation, Writing – Original Draft. Adelya S. Siregar: Conceptualization, Investigation, Data Curation, Writing – Original Draft. All authors reviewed and approved the final manuscript.

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# APPENDIX A. ITEM-LEVEL OUTER LOADINGS

**Table A1. Complete Standardized Outer Loadings**

| Block | Indicator | λ | Block | Indicator | λ |
|---|---|---|---|---|---|
| EE | MTBIE1 | 0.779 | EE | MTBIE2 | 0.766 |
| EE | MTBIE3 | 0.784 | EE | MTBIE4 | 0.805 |
| EE | MTBIE5 | 0.792 | EE | MTBIE6 | 0.783 |
| EE | MTBIE7 | 0.780 | EE | MTBIE8 | 0.769 |
| EE | MTBIE9 | 0.789 | CY | MTBIC1 | 0.847 |
| CY | MTBIC2 | 0.819 | CY | MTBIC3 | 0.792 |
| CY | MTBIC4 | 0.825 | CY | MTBIC5 | 0.807 |
| RPA | MTBIP1 | 0.786 | RPA | MTBIP2 | 0.767 |
| RPA | MTBIP3 | 0.763 | RPA | MTBIP4 | 0.776 |
| RPA | MTBIP5 | 0.775 | RPA | MTBIP6 | 0.771 |
| RPA | MTBIP7 | 0.792 | RPA | MTBIP8 | 0.775 |
| QQ | QQSD1 | 0.800 | QQ | QQSD2 | 0.840 |
| QQ | QQSD3 | 0.831 | QQ | QQSD4 | 0.810 |
| QQ | QQSI1 | 0.812 | QQ | QQSI2 | 0.807 |
| QQ | QQSI3 | 0.813 | QQ | QQSM1 | 0.746 |
| QQ | QQSM2 | 0.771 | WLB | WLB1 | 0.876 |
| WLB | WLB2 | 0.876 | WLB | WLB3 | 0.899 |
| WLB | WLB4 | 0.876 | HOC | Emotional exhaustion | 0.973 |
| HOC | Cynicism/depersonalization | 0.961 | HOC | Reduced personal accomplishment | 0.967 |

*Note: EE = emotional exhaustion; CY = cynicism/depersonalization; RPA = reduced personal accomplishment (personal-accomplishment items reverse scored); QQ = quiet quitting; WLB = work–life balance; HOC = higher-order burnout dimension loading. Source: Primary survey data processed by the authors (2026).*