

INTISARI

Generasi Z sebagai angkatan kerja yang semakin mendominasi memiliki karakteristik dan nilai kerja yang berbeda dibandingkan generasi sebelumnya, terutama terkait pentingnya *work-life balance*. Fenomena *quiet quitting* muncul sebagai bentuk perilaku penarikan diri secara psikologis dari pekerjaan, di mana karyawan hanya menjalankan tugas sesuai deskripsi kerja tanpa keterlibatan tambahan. Penelitian ini bertujuan untuk menguji pengaruh *work-life balance* terhadap *quiet quitting* dengan *work engagement* sebagai variabel mediasi pada karyawan Generasi Z.

Penelitian ini menggunakan pendekatan kuantitatif melalui penyebaran kuesioner secara daring kepada responden Generasi Z. Analisis data dilakukan menggunakan metode *Partial Least Square – Structural Equation Modeling (PLS-SEM)*. Hasil penelitian menunjukkan bahwa *work-life balance* berpengaruh negatif terhadap *quiet quitting*, yang berarti semakin baik *work life balance* yang dirasakan karyawan maka semakin rendah kecenderungan *quiet quitting*. Selain itu, *work engagement* terbukti memediasi secara parsial hubungan antara *work-life balance* dan *quiet quitting*. Temuan ini mendukung perspektif *Job Demands–Resources Model* yang menempatkan *work-life balance* sebagai *job resources* yang mampu meningkatkan *work engagement* serta menekan kecenderungan *quiet quitting* pada karyawan Generasi Z.

Kata Kunci: *Work-Life Balance, Quiet Quitting, Work Engagement, Generasi Z*

ABSTRACT

Generation Z, as an increasingly dominant workforce, possesses different characteristics and work values compared to previous generations, particularly regarding the importance of work-life balance. The phenomenon of quiet quitting has emerged as a form of psychological withdrawal from work, in which employees perform tasks strictly according to job descriptions without additional involvement. This study aims to examine the effect of work-life balance on quiet quitting with work engagement as a mediating variable among Generation Z employees.

This study adopts a quantitative approach through the distribution of online questionnaires to Generation Z respondents. Data analysis was conducted using the Partial Least Square – Structural Equation Modeling (PLS-SEM) method. The results indicate that work-life balance has a negative and significant effect on quiet quitting, meaning that better perceived work-life balance reduces the tendency toward quiet quitting behavior. Furthermore, work engagement partially mediates the relationship between work-life balance and quiet quitting. These findings support the Job Demands–Resources Model, which positions work-life balance as a job resource that enhances work engagement and suppresses quiet quitting tendencies among Generation Z employees.

Keywords: *Work-life Balance, Quiet Quitting, Work Engagement, Generation Z*