

## Job Insecurity, Burnout, and Quiet Quitting's Impact on Gen Z and Millennials Performance in Jakarta

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### ABSTRACT

*The study examines the influence of job insecurity and work-related burnout on job performance, with quiet quitting as an intervening variable among Gen Z and Millennial employees working in Jakarta's creative industry. Drawing on Conservation of Resources (COR) Theory and the Job Demands–Resources (JD–R) model, this research explains how psychological resource depletion triggers withdrawal behavior. A quantitative approach involving 167 respondents selected through purposive sampling. The structural model aims to analyze the hypothesized relationships. The findings reveal that both job insecurity and work-related burnout significantly increase quiet quitting tendencies, indicating that psychological strain and uncertainty stimulate employees' withdrawal from extra-role engagement. Job insecurity was significantly direct effect on job performance, while burnout and quiet quitting did not significantly predict job performance. Furthermore, quiet quitting failed to mediate the effects of job insecurity and burnout on performance, as its direct relationship with performance was not significant. These results suggest that despite experiencing insecurity or burnout, employees may still maintain their core performance responsibilities, indicating the stability of task performance in the short term. The study's limitations with cross-sectional design, the use of self-reported measures, and its focus on creative industry workers in Jakarta, which may limit generalizability. The study offers originality by integrating quiet quitting as a mediating mechanism within a generational context in Indonesia, which has been minimally explored in previous research.*

**Keywords:** Burnout, Job Insecurity, Job Performance, Quiet Quitting

### INTRODUCTION

The accelerating transformation of the modern workplace has intensified psychological and behavioral challenges among employees, particularly young workers navigating volatile employment landscapes (Akbar et al., 2025). In Indonesia especially Jakarta as the nation's largest economic center the creative industry has expanded rapidly but is characterized by demanding work schedules, unstable project-based structures, and high-performance pressures (Digdowiseiso, 2023). Recent labor statistics from Indonesia's Central Bureau of Statistics indicate that Jakarta's Open Unemployment Rate reached 6.05%, exceeding the national rate of 4.85%, reflecting heightened employment volatility (Badan Pusat Statistika, 2025). Such conditions heighten job uncertainty and psychological strain, making younger generations particularly vulnerable to job-related stressors such as emotional exhaustion and burnout.

Job performance in contemporary organizations is no longer determined solely by technical competence, but also by employees' psychological well-being and perceived

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work stability (Styvans Dion et al., 2022). Empirical studies consistently demonstrate that job insecurity erodes performance by undermining motivation, inducing anxiety, and fostering withdrawal-oriented cognitions (Pires, 2025), while burnout reduced engagement and discretionary effort (Lukman et al., 2024). Parallel to these developments, quiet quitting has gained global attention as a contemporary behavioral phenomenon (Jayanto et al., 2025). Although widely discussed in public discourse, empirical investigations linking quiet quitting to performance outcomes remain limited.

From a theoretical perspective, this relationship can be explained through Conservation of Resources (COR) theory and the Job Demands–Resources (JD–R) model. COR theory states that individuals seek to protect valued resources, and when these resources are threatened (e.g., job insecurity) or depleted (e.g., burnout), they adopt defensive strategies to conserve energy (Ria Tama et al., 2025). Complementarily, the JD–R model explains how excessive job demands and insufficient resources lead to exhaustion and inactivity (Demerouti, 2025). Therefore, quiet resignation may be a resource-conserving strategy in response to psychological distress.

Although prior research has examined job insecurity, burnout, and job performance separately, several critical gaps remain. First, limited empirical studies integrate quiet quitting as a mediating behavioral mechanism linking psychological stressors to job performance. Second, existing findings are predominantly derived from Western contexts, with limited evidence from emerging economies such as Indonesia. Third, little research has examined these relationships within the urban creative industry, which is characterized by project-based volatility, unstable workloads, and high creative demands. Addressing these gaps, this study develops and tests a comprehensive structural model grounded in Conservation of Resources (COR) theory and the Job Demands–Resources (JD–R) model to explain how job insecurity and burnout influence job performance through quiet quitting among Gen Z and Millennial employees in Jakarta.

## **THEORETICAL BACKGROUND**

### **Conservation of Resources Theory**

The Conservation of Resources (COR) theory, proposed by Hobfoll, states that individuals strive to acquire, maintain, and protect valuable resources, including job security, emotional energy, time, and psychological stability (Ria Tama et al., 2025).

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Stress occurs when these resources are threatened, lost, or inadequately supplied. In response to resource threats, individuals adopt coping strategies aimed at conserving remaining resources and preventing further depletion.

In the context of this study, job insecurity represents a perceived threat to a crucial resource, while job burnout reflects the accumulated resource depletion resulting from prolonged psychological stress. According to COR theory, when employees perceive such threats or losses, they tend to engage in defensive behaviors to conserve energy. Therefore, silent withdrawal can be interpreted as a resource conservation strategy, in which employees reduce discretionary effort and limit engagement to important work tasks. COR theory is particularly appropriate for this study because it directly explains why employees may behaviorally withdraw without formally leaving an organization when facing insecurity and burnout.

### **Job Demands-Resources Model**

The Job Demands–Resources (JD–R) model explains employee well-being and performance through the interaction between job demands and job resources. Job demands such as workload, instability, performance pressure, and role ambiguity, require sustained physical or psychological effort and can cause strain if excessive (Demerouti, 2025). Conversely, job resources such as support, autonomy, and job security help individuals cope with demands and maintain motivation.

When job demands exceed available resources, employees are more likely to experience burnout and inactivity. The JD–R model is particularly relevant to this research because Jakarta's creative industry is characterized by project-based volatility, high creative expectations, and fluctuating workloads, which intensify job demands. In such an environment, insufficient resources can accelerate burnout and encourage withdrawal behaviors such as silent resignation. The JD–R framework complements COR theory by explaining how structural work conditions produce burnout and inactivity, which can ultimately impact performance outcomes.

### **Job Insecurity**

Job insecurity refers to fear of job loss or uncertainty in key job aspects (Adekiya, 2024). As a subjective stressor, job insecurity triggers cognitive and emotional responses worry, anxiety, and uncertainty that drain personal resources and undermine employees'

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capacity to maintain sustained job effort and engagement (Pires, 2025). Theoretical models such as Conservation of Resources (COR) and Job Demands–Resources (JD–R) explain these processes: when employees perceive a threat to valued resources (job continuity, income, status), they experience stress and resource depletion that can lead to emotional exhaustion, withdrawal behaviors, and declines in task and contextual performance (Bon & Shire, 2022).

Evidence from Indonesian samples also supports the linkage between job insecurity and adverse outcomes among younger workers. (Lutfiyani et al., 2024) study of Generation Z employees in Bekasi (startup context) reported a significantly positive job insecurity related with turnover intention, explaining a substantial variance in turnover intent among Gen Z respondents. The study suggests that precarious employment and weak job continuity perceptions are especially salient for younger cohorts who often work under short-term contracts or in fast-changing organizations.

### **Burnout**

Burnout is a psychological condition caused by prolonged work stress that showed by emotional exhaustion, detachment, and diminished achievement sense (Khammissa et al., 2022). Emotional exhaustion considered the core dimension reflects feelings of fatigue and depleted emotional resources, making employees unable to meet sustained work demands. Burnout often emerges in environments with high workload, role ambiguity, inadequate organizational support, and persistent job pressure (J. H. Kim et al., 2025).

From a theoretical standpoint, burnout is frequently explained through the JDR that posit excessive job demands consume physical and psychological resources of employee which lead to exhaustion and disengagement (Bon & Shire, 2022). Conversely, insufficient resources hinder coping mechanisms, reinforcing burnout symptoms. Employees experiencing burnout typically show negative emotional reactions, cognitive depletion, reduced motivation, and a greater likelihood of withdrawal behaviors, including restricting work effort and disengaging from optional tasks (Leclercq & Hansez, 2024).

Burnout is especially prevalent among younger employees such as Gen Z and Millennials, who often face accelerated workplace expectations, digital overload, and heightened performance pressure. Recent global data indicate that over 45% of younger

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workers report burnout symptoms experience, including emotional exhaustion and chronic stress, due to unstable employment conditions and blurred work–life boundaries (William & Sundiman, 2025). In fast-paced, creative, or digitally driven industries such as those in urban centers like Jakarta burnout may develop more rapidly because of constant innovation pressure, tight deadlines, and fluctuating workloads.

### **Quiet Quitting**

Quiet quitting has emerged as a contemporary form of employee withdrawal, where individuals reduce the work effort to the bare minimum required by formal job descriptions, avoid extra-role activities, and psychologically detach from the workplace (K. T. Kim & Sohn, 2024). Unlike traditional turnover intentions, quiet quitting represents a behavioral disengagement that occurs while employees remain in the organization. Corbin & Flenady (2024), in a cross-national conceptual and empirical synthesis, argues that quiet quitting results from a combination of emotional exhaustion, inequity perceptions, and lack of recognition, leading employees to withdraw discretionary effort even when their job security is not directly threatened. Thus, examining quiet quitting among Gen Z and Millennial employees in Jakarta's creative industry provides timely and contextually grounded insights into how contemporary stressors shape behavioral withdrawal and job performance.

### **Job Performance**

The extent of employees successfully carries out the tasks, responsibilities, and behaviors required by their job roles (Adekiya, 2024). In contemporary organizational research, performance is conceptualized not only as task execution but also as the broader contributions employees make to efficiency, innovation, and organizational effectiveness (Qalati et al., 2022). Modern job performance is shaped by both task performance and contextual, and these dimensions decline significantly when employees experience prolonged stress or disengagement (Wahyu Gunawan & Kunci, 2023).

Overall, the literature shows that job performance is not only a product of skills and competencies, but a reflection of psychological security, emotional well-being, and engagement. This provides a strong foundation for examining how job insecurity and burnout influence job performance through quiet quitting, particularly in dynamic and creative urban work environments such as Jakarta.

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## **Hypothesis**

The hypotheses in this study are formulated on the theoretical arguments and empirical findings from prior research.

### **Job Insecurity and Quiet Quitting**

Employees who experience uncertainty about job continuity tend to reduce work engagement and display withdrawal behaviors. Insecurity increases anxiety and decreases intrinsic motivation, which may trigger quiet quitting behaviors.

H1: Job insecurity positively influences quiet quitting.

### **Burnout and Quiet Quitting**

Burnout, marked by exhaustion and low achievement that often leads employees to detach from work, avoid extra-role activities, and minimize effort.

H2: Work-related burnout positively influences quiet quitting.

### **Quiet Quitting and Job Performance**

Quiet quitting reflects reduced psychological engagement and minimal discretionary effort, which has been shown to undermine task performance.

H3: Quiet quitting negatively influences job performance.

### **Direct Effects of Job Insecurity and Burnout on Job Performance**

Previous studies indicate that psychological stressors can directly reduce concentration, motivation, and work quality, thereby lowering performance.

H4: Job insecurity negatively influences job performance.

H5: Work-related burnout negatively influences job performance.

### **Mediating Effects of Quiet Quitting**

Quiet quitting proposed as a behavioral channel through job insecurity and burnout diminish performance.

H6: Quiet quitting mediates the job insecurity and job performance.

H7: Quiet quitting mediates the work-related burnout and job performance.

## **METHOD, DATA AND ANALYSIS**

### **Research Design**

The quantitative explanatory research design employed to examine the structural job insecurity, burnout, quiet quitting, and job performance relationship. The analysis used Structural Equation Modeling (SEM) with AMOS because SEM apply simultaneous

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direct, indirect, and mediating effects testing, providing comprehensive understanding of the proposed theoretical framework. The study employed a cross-sectional design with single-point data from Gen Z and Millennial workers in Jakarta's creative sector.

The research model developed according to integration of theories related to job insecurity, burnout, withdrawal behavior, and performance outcomes. Quiet quitting was positioned as a mediating behavioral mechanism linking psychological stressors (job insecurity and burnout) to job performance. The conceptual framework illustrated in Figure 1. The model proposes that job insecurity and work-related burnout influence job performance directly and indirectly through quiet quitting as an intervening variable.

### **Data**

The population consists Gen Z and Millennial employees working in the creative industry in Jakarta, including digital agencies, content production companies, media startups, advertising firms, and design studios. These sectors were selected due to their fast-paced, high-pressure environments and higher susceptibility to job insecurity and burnout.

A total of 167 respondents were obtained using non-probability purposive sampling, with criteria:

1. Age 18–41 (Gen Z & Millennials)
2. Currently employed in Jakarta's creative industry
3. Minimum tenure of three months
4. Not in managerial or senior leadership roles

This sample size exceeds the minimum SEM requirement, making it appropriate for model estimation. Data were collected using an online questionnaire distributed via professional networks, creative community groups, and workplace communication channels. The questionnaire consisted of four measurement scales assessing job insecurity, burnout, quiet quitting, and job performance, followed by demographic questions. Responses were screened for completeness, consistency, and outliers. Ethical considerations were applied, ensuring anonymity, voluntary participation, and informed consent.

### **Data Analysis**

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Data were analyzed using a structured quantitative approach, also evaluating measurement and structural models. Descriptive statistics summarized respondents' demographics and assessed the distribution and central tendency of each construct. This stage provides an overview of participants' perceptions regarding job insecurity, work-related burnout, quiet quitting, and job performance.

The measurement model analyzed with CFA in AMOS to assess indicator reliability, convergent validity, and discriminant validity. Convergent validity was checked through factor loadings and AVE, discriminant validity with comparing the square root of AVE with construct correlations, and reliability through Cronbach's Alpha and Composite Reliability (Hair et al., 2017).

Structural Equation Modeling (SEM) aims to test hypothesized relationships with simultaneous estimation of direct and indirect effects, including mediation effects including quiet quitting. The structural model goodness-of-fit evaluated using a combination of absolute, incremental, and parsimony fit indices, such as Chi-square, CFI, TLI, GFI, and RMSEA.

Finally, mediation analysis was performed to assess whether quiet quitting serves as an intervening variable linking job insecurity and burnout to job performance. The indirect effects significance analyzed with bootstrapping procedures with bias-corrected confidence intervals, as recommended for mediation testing in SEM studies. All analyses were conducted using IBM SPSS for preliminary testing and AMOS version 26 for CFA and SEM.

## RESULTS

### Statistics Descriptive

Descriptive statistics were used to provide an overview of respondent characteristics and the general distribution of the study variables. There are 167 respondents participated in the study, consisting of Gen Z and Millennial employees working in various creative industry sectors in Jakarta.

*Table 1: Demography of respondent based on gender*

Gender	Frequency	Percentage
Male	82	49%

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Female	85	51%
Total	167	100%

The sample was relatively balanced with approximately equal representation of male and female respondents, indicating that perceptions toward job insecurity, burnout, quiet quitting, and job performance were not dominated by a single gender group.

*Table2: Demography of respondent based on age*

Age	Frequency	Percentage
< 25 years old	18	11%
25 – 30 years old	54	32%
31 – 35 years old	79	47%
>35 years old	16	10%
Total	167	100%

Most of respondents aged 25–35 years old, which aligns with the demographic creative industry workforce profile in urban areas.

*Table 3: Demography of respondent based on their workplace.*

Workplace	Frequency	Percentage
West Jakarta	36	22%
Central Jakarta	32	19%
South Jakarta	44	26%
East Jakarta	24	14%
North Jakarta	31	19%
Total	167	100%

Most participants reported working in the central and southern regions of Jakarta, where creative companies and digital-based firms are heavily concentrated.

To further assess the central tendencies of each construct, descriptive analyses were conducted for all indicators of job insecurity, burnout, quiet quitting, and job performance. The results show that several indicators of job insecurity and burnout exhibited mean values above the midpoint of the scale, suggesting that employees experience moderate levels of uncertainty and emotional strain in their current work

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environments. Quiet quitting indicators also showed relatively high mean values, indicating a noticeable tendency toward reduced discretionary effort and psychological detachment. Meanwhile, job performance indicators showed moderate-to-high mean scores, implying that despite pressures and withdrawal tendencies, employees generally maintain a baseline level of task accomplishment. Overall, the descriptive findings illustrate the emerging behavioral patterns among young workers in Jakarta's creative industries and provide a foundation for subsequent structural analysis.

### Validity & Reliability

Convergent validity analyzed through standardized factor loadings from CFA with all items > 0.50 threshold, where these effectively measure respective constructs.

*Table 4: Factor Loading Result*

Variable	Indicator	Loading Factor
Job Insecurity	Jl1	0.857
	Jl2	0.921
	Jl3	0.887
	Jl4	0.845
	Jl5	0.827
Work-Related Burnout	WRB1	0.834
	WRB2	0.854
	WRB3	0.799
	WRB4	0.790
	WRB5	0.844
	WRB6	0.851
	WRB7	0.879
Quiet Quitting	QQ1	0.803
	QQ2	0.835
	QQ3	0.811
	QQ4	0.811
	QQ5	0.907
Job Performance	JP1	0.785
	JP2	0.898

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JP3	0.881
JP4	0.769

The CFA results demonstrate that all indicators have loading factors ranging 0.769 to 0.921, above the minimum acceptable value 0.50. These findings confirm that each construct Job Insecurity, Work-Related Burnout, Quiet Quitting, and Job Performance exhibits strong convergent validity.

The Average Variance Extracted (AVE) was used as an additional measure of convergent validity. All constructs achieved AVE scores above the recommended cutoff of 0.50 show every latent variable explains most of indicators variance.

*Table 5: AVE Result*

Variable	Indicator	Loading Factor	AVE
Job Insecurity	Jl.1	0.857	0.75
	Jl.2	0.921	
	Jl.3	0.887	
	Jl.4	0.845	
	Jl.5	0.827	
Work Related Burnout	WRB.1	0.834	0.70
	WRB.2	0.854	
	WRB.3	0.799	
	WRB.4	0.79	
	WRB.5	0.844	
	WRB.6	0.851	
	WRB.7	0.879	
Quiet Quitting	QQ.1	0.803	0.69
	QQ.2	0.835	
	QQ.3	0.811	
	QQ.4	0.811	
	QQ.5	0.907	
Job Performance	JP.1	0.785	0.69

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JP.2	0.881
JP.3	0.898
JP.4	0.769

All constructs have AVE values between 0.69 and 0.75, which satisfies the minimum criterion of 0.50. Thus, the constructs demonstrate adequate convergent validity and are capable of capturing the variance of their respective indicators effectively.

Construct reliability assessed with Composite Reliability (CR) coefficient. A CR value above 0.70 indicates that the indicators of a construct possess internal consistency.

*Table 6: Reliability test results*

Variable	Indicator	Loading Factor	CR
Job Insecurity	Jl.1	0.857	0.94
	Jl.2	0.921	
	Jl.3	0.887	
	Jl.4	0.845	
	Jl.5	0.827	
Work Related Burnout	WRB.1	0.834	0.94
	WRB.2	0.854	
	WRB.3	0.799	
	WRB.4	0.79	
	WRB.5	0.844	
	WRB.6	0.851	
	WRB.7	0.879	
Quiet Quitting	QQ.1	0.803	0.91
	QQ.2	0.835	
	QQ.3	0.811	
	QQ.4	0.811	
	QQ.5	0.907	
Job Performance	JP.1	0.785	0.9
	JP.2	0.881	

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JP.3	0.898
JP.4	0.769

The constructs show Composite Reliability among 0.90 and 0.94 > 0.70 benchmark, that confirm strong reliability and internal consistency of the measurement items.

Overall, the measurement model shows excellent psychometric quality. All constructs meet the convergent validity criteria showed by high factor loadings and AVE > 0.50. Furthermore, the Composite Reliability values exceed the minimum requirement of 0.70, confirming strong internal consistency. These results collectively demonstrate that the measurement indicators used in this study are valid and reliable for further structural analysis.

### Goodness of Fit

The structural model evaluation was conducted through several Goodness-of-Fit (GOF) indices commonly recommended in SEM literature (Hair et al., 2017). Table 1 presents the comparison between the cut-off criteria and the obtained values from the model estimation.

*Table 7: Goodness of fit result*

Fit Index	Cut-off Value	Result	Model Evaluation
Chi-Square ( $\chi^2$ )	As low as possible	381.96	Not Fit
p-value	$\geq 0.05$	0.000	Not Fit
CMIN/DF	$\leq 2.00$	2.09	Not Fit
RMSEA	$\leq 0.08$	0.08	Marginal Fit
GFI	$\geq 0.90$	0.82	Not Fit
AGFI	$\geq 0.90$	0.77	Not Fit
TLI	$\geq 0.95$	0.94	Not Fit
CFI	$\geq 0.95$	0.94	Not Fit

The results indicate that most goodness-of-fit indices do not meet the recommended thresholds. The chi-square statistic shows a significant value ( $p < 0.001$ ),

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suggesting that the model differs from the observed data; however, chi-square is highly sensitive to sample size, especially in models with multiple indicators.

The CMIN/DF value of 2.09 is slightly above the recommended cut-off ( $\leq 2.00$ ), indicating a marginal fit. Among the absolute fit indices, the RMSEA value of 0.08 meets the upper acceptable threshold, classifying the model as marginally fit. Meanwhile, GFI and AGFI fall below the recommended levels, suggesting room for model improvement. Incremental fit indices (TLI = 0.94; CFI = 0.94) also fall just below the criterion of  $\geq 0.95$ , indicating that the model is close to acceptable but not fully meeting fit standards.

Overall, the results show that RMSEA provides the best indication of model adequacy, while other indices reflect suboptimal fit. Despite these limitations, SEM literature acknowledges that models with complex structures and moderately sized samples may still be acceptable when key indices meet minimal criteria and the model remains theoretically justified.

### Structural Model

The model examined job insecurity, burnout, quiet quitting, and performance. Figure 2 represents SEM Diagram:

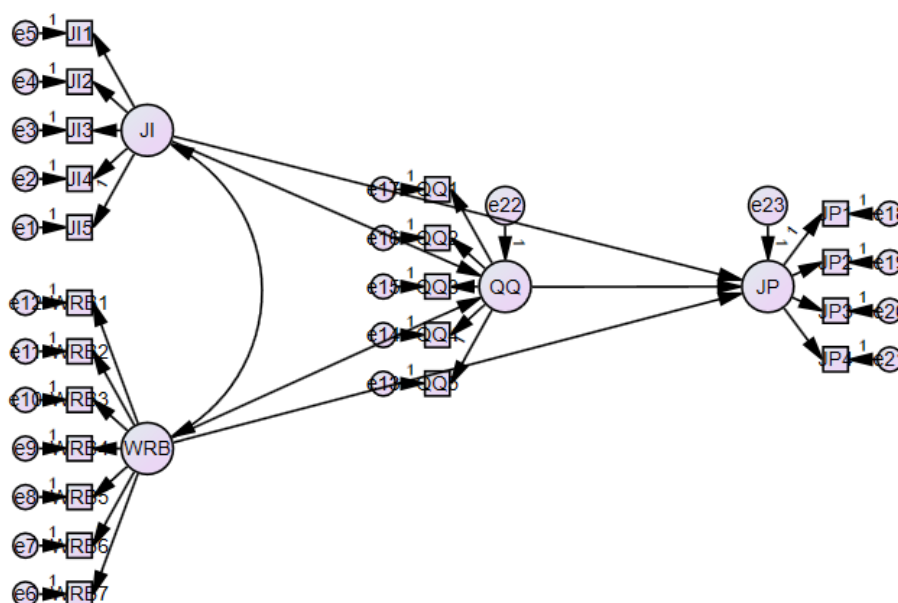


Figure 2: SEM Diagram

### Hypothesis Test Result

#### 1. Direct Effect Analysis

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Table 8 shows the direct structural path analysis. Five hypotheses (H1–H5) were tested to examine the direct influence among job insecurity (JI), work-related burnout (WRB), quiet quitting (QQ), and job performance (JP).

*Table 8: Hypothesis result of direct effect*

Hypothesis	$\beta$	SE	CR	p-value	Description
H1	0.34	0.173	1.961	0.05	Significant
H2	0.799	0.154	5.201	<0.0001	Significant
H3	0.373	0.23	1.619	0.105	Not Significant
H4	0.696	0.21	3.323	<0.0001	Statistically Significant
H5	-0.43	0.271	-1.589	0.112	Not Significant

The results show that job insecurity significantly increases quiet quitting ( $\beta = 0.34$ ,  $p = 0.05$ ). Employees who perceive higher job insecurity tend to psychologically withdraw, reduce discretionary effort, and limit their involvement to basic job requirements. This supports prior theories that uncertainty and instability trigger disengagement and withdrawal behaviors.

Work-related burnout also strongly and significantly affect quiet quitting ( $\beta = 0.799$ ,  $p < 0.001$ ). Compared to job insecurity, burnout demonstrates a much stronger effect, indicating that emotional exhaustion, mental fatigue, and energy depletion are the most dominant psychological drivers of quiet quitting in this model.

Quiet quitting does not significantly reduce job performance ( $\beta = 0.373$ ,  $p = 0.105$ ). This finding suggests employees who engage in quiet quitting may still maintain minimum task performance, meet basic role expectations while withdraw primarily from extra-role behaviors. Thus, its effect may be more visible in discretionary effort rather than core performance indicators.

Job insecurity shows significantly positive job performance relation ( $\beta = 0.696$ ,  $p < 0.001$ ). Although statistically significant, this direction is theoretically inconsistent with prevailing literature, which generally reports negative effects of job insecurity. This may indicate contextual or measurement-specific anomalies,

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such as employees increasing performance temporarily due to fear of job loss. Despite statistical significance, this relationship should be interpreted cautiously due to theoretical misalignment.

Work-related burnout does not significantly impact job performance ( $\beta = -0.430$ ,  $p = 0.112$ ). This result implies that despite high levels of exhaustion, employees may still maintain basic performance standards, possibly due to organizational controls, task structure, or coping mechanisms that prevent immediate performance decline.

## 2. Indirect Effect Analysis

The indirect effects were assessed using the Sobel Test to examine whether quiet quitting mediates the relationships among job insecurity, burnout, and job performance. Table 9 shows Sobel test for indirect hypothesis:

*Table 9: Hypothesis result of indirect effect*

<b>Hypothesis</b>	<b>t-test</b>	<b>Description</b>
H6	1.25	Insignificant
H7	1.55	Insignificant

Quiet quitting does not significantly mediate job insecurity affect job performance. This suggests that although job insecurity triggers quiet quitting, it does not translate into meaningful changes in performance through this mechanism. Similarly, quiet quitting does not significantly mediate the relationship between burnout and job performance. This reinforces earlier findings that quiet quitting may not directly impair core performance metrics in this sample, even though it reflects psychological withdrawal.

## DISCUSSION

There are several important insights into job insecurity, work-related burnout, quiet quitting, and job performance among Gen Z and Millennial employees in Jakarta's creative industry. Overall, the findings partially support the theoretical framework, while also revealing several unexpected outcomes that warrant further interpretation.

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First, job insecurity was found to significantly increase the tendency toward quiet quitting. This result aligns with prior studies showing that employees who perceive instability in their employment conditions often respond with psychological withdrawal and reduced discretionary effort (Pires, 2025). Younger generations, particularly Gen Z, are shown to be more sensitive to uncertainty and more likely to disengage when they feel organizational instability. In high-pressure and rapidly changing work environments such as Jakarta's creative sector, this reaction may represent a coping mechanism to conserve emotional and cognitive resources, especially when long-term job continuity feels threatened.

Second, work-related burnout also demonstrated a strong and significant influence on quiet quitting. Among all predictors, burnout emerged as the most dominant antecedent of withdrawal behavior. This supports previous findings that emotional exhaustion diminishes intrinsic motivation and reduces employees' willingness to perform beyond minimum expectations (Karamath Basha & Pathania, 2025). Burnt-out employees often experience depleted energy and diminished psychological capacity, leading them to limit their involvement in extra-role activities. This is consistent with the concept of quiet quitting, which manifests as intentional minimalism in work behavior.

Third, quiet quitting did not significantly influence job performance. This finding diverges from theoretical expectations, but it aligns with several recent empirical studies suggesting that quiet quitting tends to reduce extra-role behaviors rather than core task performance (Amelia, 2024). Employees who quietly disengage may still complete their essential duties adequately, thereby maintaining measurable performance outcomes despite lowering their emotional and cognitive investment at work. In the context of creative industry roles, standardized workflows, collaborative structures, or managerial oversight may also help employees maintain baseline performance even when their motivation declines. This helps explain why the direct path from quiet quitting to job performance failed to reach statistical significance.

Fourth, job insecurity unexpectedly showed significantly positive affect job performance. This contradicts conventional theory, which generally posits that job insecurity leads to anxiety, reduced focus, and impaired performance (Adekiya, 2024). A possible explanation is that employees experiencing insecurity may temporarily increase

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their performance in an attempt to protect their positions—known as the job preservation effect. Although this behavior is typically short-lived and unsustainable, it may account for the positive relationship found in this study. Nevertheless, the direction of this finding is theoretically inconsistent, indicating that contextual or measurement-related factors may be at play.

Fifth, work-related burnout did not significantly affect job performance. While burnout is widely documented to impair performance, several studies note that burnout's impact on core performance may be weaker compared to its effect on motivation, satisfaction, or OCB (Zaid, 2019). Employees may continue performing adequately despite emotional exhaustion due to external pressures or internalized professional standards. Creative industry employees may also rely on established skills or collaborative structures that help them sustain task completion despite psychological strain.

Regarding the mediation pathway, the findings show that quiet quitting did **not** mediate the job insecurity or burnout and job performance. Mediation cannot occur because the key pathway—quiet quitting → job performance—was not significant. This outcome is consistent with the argument that quiet quitting affects forms of performance not measured in this study, such as OCB or creativity, rather than basic task performance. Prior literature indicates that withdrawal behaviors more commonly mediate outcomes like turnover intention, engagement, or discretionary effort, while performance remains relatively stable in the short term (Wardani et al., 2025). Therefore, the absence of mediation suggests that although job insecurity and burnout do influence quiet quitting, this disengagement does not translate into reduced core performance within the timeframe and context examined.

Collectively, these findings highlight several key implications. For organizations, the results underscore the need to address job insecurity and burnout proactively, as both directly contribute to psychological withdrawal even when performance metrics appear stable. Quiet quitting may be a deeper indicator of organizational issues declining wellbeing, eroding trust, or disillusionment before measurable performance issues emerge. For researchers, the study advances understanding by incorporating quiet quitting as an intervening mechanism in a structural model, while also demonstrating the limits of its predictive power on core performance among young workers in Indonesia's creative

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sector. Future studies should consider testing alternative outcomes such as creativity, engagement, or turnover intention, which may be more sensitive to variations in quiet quitting behavior.

## CONCLUSIONS

The study investigated job insecurity and work-related burnout affect job performance among Gen Z and Millennial employees in Jakarta's creative industry, with quiet quitting positioned as an intervening variable. The findings reveal several important insights. First, job insecurity significantly increases the likelihood of quiet quitting, indicating that uncertainty regarding job continuity triggers psychological withdrawal and reduced discretionary effort. Similarly, work-related burnout shows a strong and significant positive effect on quiet quitting, confirming that emotional exhaustion and fatigue are major drivers of employees' tendency to disengage from extra-role behaviors.

However, quiet quitting does not significantly affect job performance, suggesting that although employees may reduce discretionary effort, they continue to maintain their core job responsibilities at a minimally acceptable standard. This also explains why quiet quitting does not mediate job insecurity or burnout and performance outcomes. Furthermore, job insecurity shows a significant yet theoretically contradictory positive effect on job performance, implying that a segment of employees may respond to job insecurity by increasing performance temporarily as a coping mechanism or self-preservation strategy. Meanwhile, work-related burnout does not significantly reduce job performance, which may indicate that performance in the creative industry context remains stable due to structured workflows, collaborative environments, or short-term performance demands that employees can still meet despite psychological strain.

Overall, the contribution of study through integrating four contemporary constructs job insecurity, burnout, quiet quitting, and job performance—into a single structural model and examining them within the unique demographic of Gen Z and Millennial workers in Jakarta. The findings underscore the complexity of employee behavior in modern work environments, highlighting that psychological withdrawal does not always translate into diminished core performance, particularly in the short-term. This

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reinforces the importance of distinguishing between core job performance and extra-role behaviors when evaluating the impact of modern workplace phenomena.

### **Limitation**

The study limitations considered as the research employed a cross-sectional design, preventing the examination of long-term effects of job insecurity, burnout, and quiet quitting. Because job performance may remain stable in the short run but decline over time, the future research must implement longitudinal designs to track behavior and performance.

Second, the sample was limited to Gen Z and Millennial employees in Jakarta's creative industry, which may limit generalizability. Different sectors such as manufacturing, healthcare, or public institutions may demonstrate distinct behavioral patterns and performance outcomes under job insecurity or burnout. Future studies should therefore expand to more diverse industries and geographic regions.

Third, the measurement of job performance relied on self-reported assessments, which as the subject to social desirability bias. Incorporating supervisor ratings or objective performance metrics in future research would enhance the robustness of findings.

Fourth, the model tested in this study focused on quiet quitting as the sole intervening variable. However, prior literature suggests that other psychological constructs—such as work engagement, organizational commitment, job satisfaction, psychological safety, and perceived organizational support—may offer stronger mediating pathways. Future research should explore multiple-mediator models to identify more nuanced mechanisms behind performance outcomes.

Finally, this study was conducted during a period marked by rapid changes in work conditions and digital transformation in Indonesia. Factors such as remote work, hybrid models, and economic fluctuations may interact with job insecurity and burnout. Future studies must incorporate moderation variables including leadership style, workload, resilience, or digital job demands to obtain a more comprehensive understanding of these relationships.

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