



## Work-life balance and burnout in Gen Z: A pathway to job satisfaction through psychological well-being

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### ABSTRACT

#### Article History

Received: 2 May 2025

Revised: 13 October 2025

Accepted: 20 November 2025

Published: 18 December 2025

#### Keywords

Burnout

Job satisfaction

Psychological well-being

Sustainable growth

Work-life balance.

Work-life balance is important for Generation Z employees to achieve job satisfaction, while burnout affects their mental and physical conditions, influencing satisfaction. This study analyzes the impact of work-life balance (WLB) and burnout on job satisfaction among Generation Z, with psychological well-being (PWB) as a mediating variable in DKI Jakarta. The sample used in this study comprises 110 Generation Z respondents in West Jakarta, selected through purposive sampling. Data analysis was conducted using Partial Least Square - Structural Equation Modeling (PLS-SEM) with the SmartPLS 4 software. This research provides insights for Generation Z employees to understand their psychological conditions, improve job satisfaction, and support company growth. Additionally, leaders need to recognize the importance of WLB and burnout in fostering employee synergy and performance to realize the company's vision and mission. The findings demonstrate that WLB has a positive and significant effect on job satisfaction and PWB among Generation Z in West Jakarta. Conversely, burnout has a positive but not significant effect on PWB, although it has a positive and significant effect on job satisfaction. PWB significantly mediates the effect of WLB on job satisfaction, whereas the effect of burnout on job satisfaction through PWB is not significant. This research assists Generation Z employees in understanding their psychological conditions and enhancing job satisfaction, while encouraging companies to acknowledge the importance of WLB and burnout in maintaining employee synergy, performance, and supporting organizational goals.

**Contribution/ Originality:** This research contributes to exploring the role of psychological well-being as a mediator in determining Generation Z's job satisfaction. The findings indicate that psychological well-being can mediate the relationship between work-life balance and job satisfaction. Therefore, maintaining a healthy work-life balance is crucial to consider within the context of Generation Z's employment experiences.

## 1. INTRODUCTION

### 1.1. Background

Over the past few years, the workplace has undergone significant changes due to globalization, digitalization, and increasing demands and competition. These changes directly impact individuals, particularly in terms of mental health, physical well-being, and job satisfaction. However, Generation Z, as digital natives, has better adaptability to technological developments compared to previous generations. Nevertheless, the "Global Well-Being" study by Cigna (2022) shows that the SCARF index for Gen Z satisfaction is 64.3, below the global average of 67, and lower than millennials (69.2).

Generation Z, born between 1997 and 2012 (Basuki, 2021), has a high awareness of the importance of mental health. Gen Z prioritizes well-being in life, making self-care an essential part of their lifestyle. Job satisfaction is a critical factor in improving employee productivity and mental health. A Deloitte (2024) shows that 89% of Gen Z considers having a purpose in work to play a significant role in job satisfaction and well-being.

Work-life balance positively affects job satisfaction. Waworuntu, Kainde, and Mandagi (2022) and Julianti and Mardianty (2024) show that WLB has a significant impact on job satisfaction. A survey by Jakpat and Jangkara (2024) mentions that 95% of Gen Z regard WLB as important, especially for self-development (69%), mental health (67%), and physical health (55%). Mukhdar, Abdullah, and Saputra (2024) define WLB as the harmony between leisure time, family, and work without significant conflict. Key elements of work-life balance for Gen Z include adaptable working schedules, personal interest development, and a comfortable work environment.

On the other hand, burnout becomes a challenge in achieving job satisfaction. A Deloitte (2024) identifies burnout as one of the main factors that lead young employees to leave their jobs. Burnout, according to Rony and Pardosi (2021), is fatigue due to high workloads with minimal compensation. Cigna (2022) reports that 98% of Gen Z aged 18-24 experience burnout symptoms, with 23% facing uncontrollable stress and 48% feeling drained. Nevertheless, burnout has a significant positive outcome on mental and physical health (Bethune, 2019) and job satisfaction (Indra & Rialmi, 2022; Julianti & Mardianty, 2024).

Psychological well-being functions as a mediator in the link between WLB and burnout on job satisfaction. According to Rahmawati (2021) PWB is a positive condition that becomes an individual's goal with good mental health. A survey by Pasaman and Heriyanto (2024) discovered that 54% of Gen Z are concerned about their PWB. Gen Z with good PWB is better able to handle the requirements of both work and personal life and avoid the negative impacts of burnout. This study focuses on Gen Z in DKI Jakarta, a city with high-stress levels. Although previous studies show that WLB positively affects and burnout negatively impacts job satisfaction, research on the mediating role of PWB, particularly among Gen Z in DKI Jakarta, remains limited.

### 1.2. Research Objectives

This study aims to explore how WLB influences job satisfaction; how burnout affects job satisfaction; the relationship between WLB and PWB; the impact of burnout on PWB; the effect of PWB on job satisfaction; the role of PWB as a mediator in the relationship between WLB and job satisfaction; and the mediating role of PWB between burnout and job satisfaction among Generation Z workers in West Jakarta.

## 2. THEORETICAL REVIEW

### 2.1. Job Satisfaction

Sypniewska, Baran, and Kłos (2023) provide a definition of job satisfaction as a positive emotional condition arising from an assessment of one's job and work experience, while Almuayad and Chen (2024) describe it as a measure of employee satisfaction with their daily tasks. Indrayani, Nurhatisyah, Damsar, and Wibisono (2024) emphasize that job satisfaction is an emotional condition that influences an individual's positive attitude toward workplace issues. Based on these three definitions, job satisfaction can be summarized as a positive emotional condition reflecting

employees' satisfaction with their daily work, influencing their attitudes in dealing with workplace challenges. Job satisfaction is limited to aspects of the job itself, salary, promotion opportunities, supervision, and colleagues. [Loo et al. \(2024\)](#) discovered that compensation and benefits are the key factors influencing employee job satisfaction.

## 2.2. Work-Life Balance

[Ayar, Karaman, and Karaman \(2022\)](#) define WLB as a state of harmony between job demands and personal life, while [Kasbuntoro, Maemunah, Mahfud, Fahlevi, and Parashakti \(2020\)](#) emphasizes it as the ability of individuals to fulfill their work, family, and other responsibilities outside of work. [Oyewobi, Oke, Adeneye, and Jimoh \(2019\)](#) highlight satisfaction with time, participation, and roles in both work and family settings. Based on these three definitions, WLB is the state in which individuals can balance job demands and personal life, feeling satisfied with the time and roles undertaken in various life aspects. WLB includes saved time, employee retention, increased motivation and productivity, absenteeism, and reduced health-related and stress-related illness costs.

## 2.3. Burnout

[Rony and Pardosi \(2021\)](#) define burnout as exhaustion caused by heavy workloads with minimal compensation. [Junaidin, Ikhrum, and Hardiyono \(2019\)](#) describe it as overall bodily, emotional, and mental depletion arising from prolonged engagement with work with high emotional demands. [Kabdiyono, Perkasa, Ekhsan, Abdullah, and Febrian \(2024\)](#) add that burnout is a state of exhaustion due to high work pressure, often occurring in individuals who must meet the needs of many people, triggering chronic fatigue, boredom, and depression. From these three definitions, burnout refers to a state of physical, emotional, and mental fatigue resulting from heavy workloads and high emotional demands, which can lead to chronic conditions such as depression and withdrawal from work. Burnout is limited to exhaustion, cynicism, and inefficacy.

## 2.4. Psychological Well-Being

[Rahmawati and Musthofa \(2022\)](#) define PWB as a state in which individuals have a positive attitude toward themselves and others, creating an environment that suits their needs. [Astatke, Weng, and Chen \(2024\)](#) describe it as a combination of mood, thoughts about life quality, social functioning, and views on life's meaning and purpose. [Panggabean, Haris, and Darmayanti \(2022\)](#) state that PWB relates to a good life, balancing feelings of security and appropriate behavior. In summary, PWB encompasses positive attitudes, emotional balance, appropriate behavior, and views on life meaning and social functioning. PWB includes self-acceptance, healthy relationships, independence, control over one's environment, a sense of purpose, and ongoing personal development.

## 2.5. The Relationship Between Work-Life Balance and Job Satisfaction

WLB serves an essential role in enhancing employees' job satisfaction, influencing both performance and loyalty. Studies show a significant positive relationship between the two, as found by [Pujiati, Emilisa, and Romadhan \(2023\)](#) during the COVID-19 pandemic, [Yuliani and Ekhsan \(2024\)](#) among private sector employees in Indonesia, and [Megaster, Arumingtyas, and Trisavinaningdiah \(2021\)](#). This balance helps employees efficiently organize time and energy, reducing stress and increasing happiness at work.

## 2.6. The Relationship Between Burnout and Job Satisfaction

Burnout is closely related to job satisfaction, affecting employees physically, emotionally, and mentally. Research by [Julianti and Mardianty \(2024\)](#) in the banking industry in Pekanbaru, it was found that burnout could increase job satisfaction if employees address it by increasing effort and achievement. However, research by [Indra and Rialmi \(2022\)](#) also showed that burnout positively impacts employees who still enjoy their work. Overall, the impact of burnout on job satisfaction varies depending on how employees respond to it.

### *2.7. The Relationship Between Psychological Well-Being and Job Satisfaction*

Psychological well-being, which includes positive attitudes toward oneself and others, a balance between feelings of security, appropriate behavior, and life views, has a positive relationship with job satisfaction. Employees with good PWB tend to be mentally stable and can cope better with stress, thereby increasing job satisfaction. Research by [Anh and Dung \(2022\)](#) and [Jung, Hwang, and Yoon \(2023\)](#) showed that job satisfaction could improve PWB, with satisfied employees less likely to experience mental fatigue. However, research by [Kesawa, Fatmawati, Puspitasari, Prastyo, and Fazlurrahman \(2019\)](#) found that in some conditions, such as career stability and compensation, PWB does not always significantly affect job satisfaction. Thus, the impact of PWB on job satisfaction varies depending on profession, work environment, and external factors.

### *2.8. The Relationship Between Work-Life Balance and Psychological Well-Being*

WLB is often associated with PWB because the two influence each other in creating employees' mental and physical stability. Research by [Saraswati and Lie \(2020\)](#) showed that good WLB significantly affects PWB, with employees who balance work and personal life having better psychological conditions. Research by [Nazla and Yuliana \(2024\)](#) also confirmed that WLB positively enhances PWB, especially for employees who can allocate time for family and hobbies. However, research by [Putra and Huwae \(2024\)](#) showed different results, where cultural factors, job status, and personal life more strongly influenced PWB than WLB itself. This demonstrates that the influence of WLB on PWB depends on individual conditions and other external factors.

### *2.9. The Relationship Between Burnout and Psychological Well-Being*

Burnout consistently negatively impacts PWB in professional and academic contexts. Research by [Orines et al. \(2023\)](#) among teachers in the Philippines, the study showed that high burnout could decrease PWB, even predicting future psychological declines. Comparable results were found by [Çollaku, Aliu, and Ahmeti \(2023\)](#) in accountants, where burnout caused by high workloads and prolonged stress disrupted their life quality and psychological health. Research by [Raza, Ahmed, Asif, and Rani \(2023\)](#) among students in Pakistan also revealed that burnout from academic pressures reduced their PWB. Overall, burnout can disrupt individuals' mental stability, affecting motivation, productivity, and quality of life, requiring serious attention from companies and educational institutions for mitigation.

### *2.10. The Relationship Between Work-Life Balance and Job Satisfaction Through Psychological Well-Being*

PWB plays a crucial role in mediating the relationship between WLB and job satisfaction. Research by [Saraswati and Lie \(2020\)](#) demonstrated that WLB significantly affects PWB, leading to an increase in job satisfaction. Similar findings were reported by [Nazla and Yuliana \(2024\)](#), stating that PWB facilitates job satisfaction through good WLB. Furthermore, research by [Anh and Dung \(2022\)](#) also supported that PWB is a key predictor in the relationship between WLB and job satisfaction. However, if WLB is not maintained, as shown in research by [Çollaku et al. \(2023\)](#) and [Raza et al. \(2023\)](#), burnout can reduce PWB and ultimately job satisfaction. Overall, PWB serves as an essential mediator between WLB and job satisfaction.

### *2.11. The Relationship Between Burnout and Job Satisfaction Through Psychological Well-Being*

Burnout, which is sustained exhaustion caused by pressures from work and personal life, directly impacts PWB and employees' job satisfaction. Research by [Hameli, Çollaku, and Ukaj \(2024\)](#) showed that burnout affects PWB, which then mediates its negative impact on job satisfaction. Employees experiencing burnout will feel reduced PWB and find it challenging to derive satisfaction from their work. Other studies by [Çollaku et al. \(2023\)](#) and [Raza et al. \(2023\)](#) also confirmed that burnout negatively influences PWB and job satisfaction, while proper burnout management can enhance PWB and job satisfaction.

### 3. RESEARCH METHOD

This study employs a descriptive and quantitative approach to analyze the influence of WLB and burnout (independent variables) on job satisfaction (dependent variable), with PWB as a mediating variable. A quantitative method was chosen because it focuses on collecting numerical data and statistical analysis to objectively test hypotheses (Andriani et al., 2020; Sihotang, 2023). This approach aims to systematically and accurately describe the relationships between variables through surveys, to obtain valid information without researcher manipulation (Herdayati & Syahrial, 2019).

Furthermore, the sampling technique used is non-probability sampling. The population includes all individuals or groups that are the focus of the researcher to obtain data or information (Stockemer, 2019). The method applied is non-probability sampling, specifically purposive sampling, which is used when the researcher already has targeted individuals who meet specific criteria relevant to the study. The respondent criteria are Gen Z employees with a minimum of 6 months of work experience in West Jakarta. The sample size consists of 110 respondents. Table 1 presents the operationalization of the variables in this study.

**Table 1.** Operationalization of variables.

| Variable                                      | Indicator   | Statement   |
|---|---|---|
| Job satisfaction<br>(Marcella & Le, 2022)     | Work Itself   | The work I do matches my abilities.<br>My job provides me with opportunities to learn new things.   |
|   | Wages   | The salary I receive corresponds to the work I do.<br>The benefits I receive align with my position in the company.                                   |
|   | Promotion opportunities   | I feel that I have opportunities for promotion in this company.<br>The promotion opportunities I receive align with the salary increases provided.    |
|   | Supervision   | My supervisor always provides constructive suggestions and opinions.<br>I receive moral support from my supervisor at work.                           |
|   | Co-Workers  | I feel my co-workers are capable of working well as a team.<br>The social environment at my workplace supports a good working atmosphere.             |
|   |   |   |
| Work-life balance<br>(Yuliani & Ekhsan, 2024) | Employee time saved   | I have enough time for my personal life.<br>I can allocate time for activities outside of work.   |
|   | Employee retention  | I plan to continue working at this company for a long time.<br>I feel committed to staying and working here.  |
|   | Increased motivation and absenteeism                                | I feel motivated to give my best.<br>I demonstrate discipline by maintaining good attendance.   |
|   | Reduced expenses for health care and illnesses caused by stress.    | Work-life balance improves my health.<br>My healthcare claims costs have decreased as my health improves.   |
| Burnout<br>(Rony & Pardosi, 2021)             | Extended tiredness affecting the body, mind, and emotions.          | I feel emotionally drained because of my job.<br>I feel physically exhausted at the end of the workday.   |
|   | A cynical mindset that often leads to withdrawal from the workplace | I don't care about my customers.<br>I feel my life and career are stagnant.   |
|   | Feeling helpless, feeling that all the tasks given are heavy.       | Dealing with and working directly with customers causes me stress.<br>Working as an employee makes me frustrated.                                     |
|   |   |   |
| Psychological well-being (Tran et al., 2023)  | Self-acceptance   | I feel satisfied with who I am as a person.<br>I can accept my weaknesses and strengths with an open heart.   |
|   | Healthy relationships with others                                   | I have close and positive relationships with those around me.<br>I feel satisfied with the social relationships I have.                               |
|   | Autonomy  | I feel capable of making my own decisions without being influenced by others.<br>I feel I have full control over my life.                             |
|   | Environmental mastery   | I am able to organize and manage various responsibilities in my life.<br>I feel capable of controlling the various situations I face daily.           |
|   | Purpose in Life   | I have a clear and meaningful purpose in life.<br>I have a strong motivation to achieve my life's goals.  |
|   | Personal growth   | I feel I am continuously growing and learning from various life experiences.<br>I always remain open to new challenges that can enhance my abilities. |
|   |   |   |

**Table 2.** Results of AVE (Average Variance Extracted) Test.

| Variable                 | Average variance extracted (AVE) value |
|--------------------------|--|
| Job satisfaction         | 0.563                                  |
| Work-life balance        | 0.597                                  |
| Burnout                  | 0.719                                  |
| Psychological well-being | 0.613                                  |

Source: Data processing results.

## 4. RESULTS AND DISCUSSIONS

### 4.1. Validity and Reliability Test

Based on the testing in [Table 2](#), AVE is considered valid as it fulfills the requirements, as the Average Variance Extracted (AVE) is considered acceptable when it exceeds 0.5 ([Hamid & Anwar, 2019](#)).

**Table 3.** Result of Outer Loading Test.

| Job satisfaction |       | Work-life balance |       | Burnout |       | Psychological well-being |       |
|------------------|-------|-------------------|-------|---------|-------|--------------------------|-------|
| JS2.1            | 0.768 | WLB1.1            | 0.739 | B1.1    | 0.833 | PWB1.1                   | 0.807 |
| JS2.2            | 0.715 | WLB2.1            | 0.781 | B1.2    | 0.710 | PWB 1.2                  | 0.786 |
| JS3.1            | 0.763 | WLB1.2            | 0.806 | B2.1    | 0.862 | PWB 5.1                  | 0.791 |
| JS3.2            | 0.755 | WLB3.1            | 0.763 | B2.2    | 0.842 | PWB 5.2                  | 0.747 |
|                  |       |                   |       | B3.1    | 0.907 |                          |       |
|                  |       |                   |       | B3.2    | 0.916 |                          |       |

Source: Data processing results.

The results of the outer loading test in [Table 3](#) show that the outer loading is valid because the outer loading value is regarded as valid if it exceeds the value of 0.7 ([Hamid & Anwar, 2019](#)).

**Table 4.** Result of cross-loading test.

| Code    | Work life balance | Burnout      | Job satisfaction | Psychological well-being |
|---------|-------------------|--------------|------------------|--------------------------|
| WLB 1.1 | <b>0.739</b>      | 0.321        | 0.418            | 0.338                    |
| WLB 2.1 | <b>0.781</b>      | 0.439        | 0.570            | 0.501                    |
| WLB1.2  | <b>0.806</b>      | 0.271        | 0.465            | 0.450                    |
| WLB 3.1 | <b>0.763</b>      | 0.125        | 0.467            | 0.429                    |
| B1.1    | 0.326             | <b>0.833</b> | 0.468            | 0.306                    |
| B1.2    | 0.190             | <b>0.710</b> | 0.429            | 0.272                    |
| B2.1    | 0.406             | <b>0.862</b> | 0.437            | 0.333                    |
| B2.2    | 0.412             | <b>0.842</b> | 0.436            | 0.305                    |
| B3.1    | 0.285             | <b>0.907</b> | 0.438            | 0.221                    |
| B3.2    | 0.296             | <b>0.916</b> | 0.404            | 0.247                    |
| JS2.1   | 0.482             | 0.368        | <b>0.768</b>     | 0.445                    |
| JS2.2   | 0.479             | 0.401        | <b>0.715</b>     | 0.378                    |
| JS3.1   | 0.458             | 0.365        | <b>0.763</b>     | 0.422                    |
| JS3.2   | 0.467             | 0.416        | <b>0.755</b>     | 0.405                    |
| PWB1.1  | 0.444             | 0.255        | 0.498            | <b>0.807</b>             |
| PWB1.2  | 0.507             | 0.276        | 0.445            | <b>0.786</b>             |
| PWB5.1  | 0.406             | 0.288        | 0.406            | <b>0.791</b>             |
| PWB5.2  | 0.397             | 0.229        | 0.358            | <b>0.747</b>             |

Source: Data processing results.

Based on the results in [Table 4](#), the cross loadings are considered valid because the value of each variable is greater than the value of other variables.

According to the findings in [Table 5](#), the Fornell-Larcker criterion is considered valid because the evaluation of the AVE value and the squared correlation values between variables meet the required criteria.



**Table 5.** Result of Fornell-Larcker Test.

| Variable | Burnout | Job satisfaction | Psychological well-being | Work-life balance |
|----------|---------|------------------|--------------------------|-------------------|
| X2       | 0.848   |                  |                          |                   |
| Y        | 0.517   | 0.750            |                          |                   |
| Z        | 0.335   | 0.550            | 0.783                    |                   |
| X1       | 0.381   | 0.629            | 0.564                    | 0.773             |

Source: Data processing results.

**Table 6.** Result of *heterotrait-monotrait ratio* (HTMT) test.

| Variable  | HTMT value |
|-----------|------------|
| Y <-> X2  | 0.624      |
| Z <-> X2  | 0.388      |
| Z <-> Y   | 0.712      |
| X1 <-> X2 | 0.438      |
| X1 <-> Y  | 0.818      |
| X1 <-> Z  | 0.703      |

Source: Data processing results.

Based on the results in Table 6, the Heterotrait-Monotrait Ratio (HTMT) value is considered valid because it has a value < 0.9 (Mahfuz & Hanum, 2023).

**Table 7.** Result of reliability test.

| Variable                 | Cronbach's alpha | Composite reliability (rho_a) | Composite reliability (rho_c) |
|--------------------------|------------------|-------------------------------|-------------------------------|
| Burnout                  | 0.920            | 0.921                         | 0.938                         |
| Job satisfaction         | 0.741            | 0.741                         | 0.837                         |
| Psychological well-being | 0.790            | 0.796                         | 0.864                         |
| Work life balance        | 0.777            | 0.784                         | 0.856                         |

Source: Data processing results.

Grounded on the results in Table 7, composite reliability, which measures the lower bound of construct reliability, and Cronbach's alpha are considered reliable if the measurement reaches a value between 0.60 and 0.90 or higher (Hair et al., 2021).

**Table 8.** Result of  $Q^2$  and  $R^2$  test.

| Variable         | $Q^2$ | $R^2$ |
|------------------|-------|-------|
| Job Satisfaction | 0.435 | 0.509 |

Source: Data processing results

#### 4.2. Data Analysis

According to the findings shown in Table 8, the coefficient of determination ( $R^2$ ) measures the effect of the independent variables on the dependent variable, with a range of <0.25 (no effect) to >0.75 (strong effect) (Hamid & Anwar, 2019). Predictive relevance ( $Q^2$ ) > 0 indicates good predictive capability (Hair, Hult, Ringle, & Sarstedt, 2022).

Table 9 presents the result of the effect size test as follows:

**Table 9.** Result of effect size Test.

| Variable  | F-Square | Description     |
|---|----------|-----------------|
| Work-life balance → Job satisfaction                            | 0.199    | Moderate effect |
| Burnout → Job satisfaction                                      | 0.148    | Small effect    |
| Psychological well-being → Job satisfaction                     | 0.077    | Small effect    |
| Work-life balance → Psychological well-being → Job satisfaction | 0.334    | Moderate effect |
| Burnout → Psychological well-being → Job satisfaction           | 0.025    | Small effect    |

Source: Data processing results

Effect size ( $F^2$ ) evaluates the contribution of independent variables, with a range of  $<0.02$  (No effect) to  $>0.35$  (strong effect) (Ramadhani, Widyastuti, & Mahfirah, 2024).

Table 10 presents the result of the goodness of fit model (GoF) as follows:

**Table 10.** Result of goodness of fit model (GoF) test.

| Variable                 | AVE          | R <sup>2</sup> | GoF           |
|--------------------------|--------------|----------------|---------------|
| Work-life balance        | 0.597        |                | <b>0.5631</b> |
| Burnout                  | 0.719        |                |               |
| Psychological well-being | 0.613        |                |               |
| Job satisfaction         | 0.563        | 0.509          |               |
| <b>Average</b>           | <b>0.623</b> | <b>0.509</b>   |               |

Source: Data processing results.

GoF assesses the comprehensive validity of the structural model, with GoF values ranging from small (0.1), medium (0.25), to large (0.36) (Rahadi, 2023).

#### 4.3. Hypothesis Test

The results of the hypothesis test indicated that work-life balance, burnout, and psychological well-being have a positive and significant effect on the job satisfaction of Generation Z in West Jakarta. Work-life balance also has a positive and significant effect on psychological well-being. Additionally, work-life balance has a positive and significant effect on job satisfaction mediated by psychological well-being, whereas burnout has a positive but insignificant effect on job satisfaction of Generation Z in West Jakarta when mediated by psychological well-being.

Table 11 presents the result of the hypothesis test as follows:

**Table 11.** Result of hypothesis test.

| Variable  | Original sample | T-statistics | P values |
|---|-----------------|--------------|----------|
| Work-life balance → Job satisfaction                            | 0.385           | 2.903        | 0.002    |
| Burnout → Job satisfaction                                      | 0.292           | 3.165        | 0.001    |
| Psychological well-being → Job satisfaction                     | 0.235           | 2.188        | 0.014    |
| Work-life balance → Psychological well-being                    | 0.510           | 4.939        | 0.000    |
| Burnout → Psychological Well-being                              | 0.141           | 1.484        | 0.069    |
| Work-life balance → Psychological well-being → Job satisfaction | 0.120           | 2.477        | 0.007    |
| Burnout → Psychological well-being → Job satisfaction           | 0.033           | 0.988        | 0.162    |

Source: Data processing results.

## 5. DISCUSSION

### 5.1. The Effect of Work-Life Balance on Job Satisfaction is Positive and Significant

The effect of WLB on job satisfaction is positive and significant for Gen Z employees in West Jakarta, with a path coefficient of 0.385, t-statistics of 2.903  $>$  1.645, and P-values of 0.002  $<$  0.05; thus, H1 is not rejected. This result is consistent with Pujiati et al. (2023), Yuliani and Ekhsan (2024), and Megaster et al. (2021). A good work atmosphere enhances employee loyalty and provides time for activities outside of work.

WLB has been increasingly recognized in organizational behavior literature as a critical factor influencing employee attitudes and performance. According to Greenhaus and Allen (2011), WLB helps reduce work-family conflict and enhances affective commitment, which are essential for job satisfaction. For Gen Z, who highly value autonomy and flexibility (Francis & Hoefel, 2018), WLB is especially important for achieving career fulfillment while maintaining personal well-being. This finding underlines the importance for employers to develop flexible work arrangements, promote family-friendly policies, and encourage time off to retain young talents.



Furthermore, [Lestari and Setyaningrum \(2024\)](#) found that WLB positively influences job satisfaction among Gen Z employees in the manufacturing sector. Organizations should implement flexible work arrangements to cater to Gen Z's preferences, potentially increasing job satisfaction and retention. Further studies could explore the long-term effects of WLB policies on employee performance across different industries.

### *5.2. The Effect of Burnout on Job Satisfaction is Positive and Significant*

The effect of burnout on job satisfaction is positive and significant for Gen Z employees in West Jakarta, with a path coefficient of 0.292, t-statistics of 3.165 > 1.645, and P-values of 0.001 < 0.05; thus, H2 is not rejected. This is supported by [Julianti and Mardianty \(2024\)](#) and [Indra and Rialmi \(2022\)](#). Burnout is accepted by employees due to high expectations for compensation and promotions, and it is considered part of the job.

While traditionally burnout characterized by emotional exhaustion, cynicism, and reduced personal efficacy ([Maslach, Schaufeli, & Leiter, 2001](#)) is linked to decreased job satisfaction; some studies suggest that contextual factors may influence this relationship. For instance, employees might tolerate or reinterpret burnout positively if it is associated with achieving challenging goals or receiving adequate compensation and recognition ([Schaufeli & Taris, 2014](#)). Therefore, while this finding diverges from conventional theories, it highlights the importance of understanding generational perceptions of work stress and the sociocultural context of job satisfaction.

Additionally, [Lestari and Setyaningrum \(2024\)](#) found a negative and significant relationship between burnout and job satisfaction in the manufacturing sector. Organizations should monitor burnout levels and implement preventive measures to maintain employee well-being and satisfaction. Further research could investigate the coping mechanisms Gen Z employees use to manage burnout and their effectiveness.

### *5.3. The Effect of Psychological Well-Being on Job Satisfaction is Positive and Significant*

PWB has a positive and significant effect on job satisfaction for Gen Z employees in West Jakarta, with a path coefficient of 0.235, t-statistics of 2.188 > 1.645, and P-values of 0.014 < 0.05; thus, H3 is not rejected. This result aligns with [Anh and Dung \(2022\)](#) and [Jung et al. \(2023\)](#). PWB helps employees achieve life goals.

PWB is foundational to employee engagement and productivity ([Deci & Ryan, 2008](#); [Ryff & Keyes, 1995](#)). For Gen Z, whose work aspirations often include personal fulfillment and social impact ([Deloitte, 2024](#)), maintaining high levels of PWB is particularly important. Therefore, organizations that promote mental health awareness, provide counseling services, and support life purpose development are likely to enhance both individual well-being and organizational satisfaction levels.

PWB significantly contributes to job satisfaction. [Zafirah and Budiono \(2024\)](#) found that PWB positively affects job performance among Gen Z nurses, highlighting its importance in healthcare settings. Moreover, [Medina-Garrido, Biedma-Ferrer, and Ramos-Rodríguez \(2017\)](#) emphasize that employee well-being mediates the relationship between work-family policies and job performance. With this finding, organizations should invest in programs that enhance PWB, such as counseling services and mental health days. Future studies could explore the specific aspects of PWB that most strongly influence job satisfaction among Gen Z employees.

### *5.4. The Effect of Work-Life Balance on Psychological Well-Being is Positive and Significant*

WLB has a positive and significant effect on PWB for Gen Z employees in West Jakarta, with a path coefficient of 0.510, t-statistics of 4.939 > 1.645, and P-values of 0.000 < 0.05; thus, H4 is not rejected. This result is supported by [Saraswati and Lie \(2020\)](#), [Nazla and Yuliana \(2024\)](#), and [Putra and Huwae \(2024\)](#). A good WLB maintains employees' PWB and emotional condition.

WLB is a key antecedent of PWB ([Grzywacz & Carlson, 2007](#)). According to the Conservation of Resources Theory ([Hobfoll, 1989](#)), individuals strive to acquire and maintain valuable resources, such as time, energy, and social support. WLB allows for resource replenishment, thereby enhancing well-being. Organizations should, therefore,

design policies such as remote work, flexible hours, and wellness initiatives that support this balance and, by extension, boost psychological health.

A balanced work-life dynamic contributes to better PWB among employees. [Lestari and Setyaningrum \(2024\)](#) found that WLB negatively and significantly influences burnout, which in turn affects PWB. Additionally, [Medina-Garrido et al. \(2017\)](#) highlight that access to work-family policies enhances employee well-being, indirectly improving job performance. Organizations should promote work-life balance to enhance psychological well-being, potentially leading to improved job performance. Further research could examine the role of organizational culture in facilitating work-life balance and its impact on psychological well-being.

#### *5.5. The Effect of Burnout on Psychological Well-Being is Positive but Not Significant*

The effect of burnout on PWB is positive but not significant for Gen Z employees in West Jakarta, with a path coefficient of 0.141, t-statistics of  $1.484 < 1.645$ , and P-values of  $0.069 > 0.05$ ; thus, H5 is rejected. This result does not align with previous findings ([Orines et al., 2023](#)), who stated that burnout has a negative impact. Burnout is viewed as a normal part of the job by employees.

Burnout is typically understood to negatively affect PWB by causing emotional exhaustion, detachment, and depressive symptoms ([Maslach & Leiter, 2016](#)). However, if individuals see burnout as a stepping stone to success or if organizational culture valorizes overwork, its detrimental effects may be psychologically rationalized or underreported ([Karanika-Murray & Biron, 2020](#)). This finding may also indicate a need for further longitudinal studies to capture the delayed or cumulative effects of burnout on mental health.

While burnout typically negatively affects PWB, some Gen Z employees may perceive it as a normal part of their job, especially when it aligns with their career aspirations. However, [Lestari and Setyaningrum \(2024\)](#) found a negative and significant relationship between burnout and job satisfaction, suggesting that burnout does impact PWB. Organizations should then address burnout proactively to maintain employee PWB. Further studies could explore the factors that influence Gen Z employees' perceptions of burnout and its effects on PWB.

#### *5.6. Psychological Well-Being Mediates the Positive and Significant Effect of Work-Life Balance on Job Satisfaction*

PWB mediates the positive and significant effect of WLB on job satisfaction for Gen Z employees in West Jakarta, with a path coefficient of 0.120, t-statistics of  $2.477 > 1.645$ , and P-values of  $0.007 < 0.05$ , thus H6 is not rejected. Mediation analysis shows that PWB provides partial mediation, supporting the synergy between WLB and job satisfaction.

Partial mediation suggests that while PWB explains part of the effect, other mechanisms such as time management, social support, or job autonomy may also play roles. This insight is particularly useful for human resource management: interventions should not only aim to improve WLB but also incorporate strategies that foster psychological health such as mindfulness programs, personal development workshops, and stress management training.

PWB serves as a partial mediator between WLB and job satisfaction. [Medina-Garrido et al. \(2017\)](#) found that employee well-being mediates the relationship between work-family policies and job performance, highlighting the importance of PWB in organizational outcomes. Hence, organizations should focus on enhancing both WLB and PWB to improve job satisfaction. Future research could investigate other potential mediators in the relationship between WLB and job satisfaction.

#### *5.7. Psychological Well-Being Mediates the Positive but Not Significant Effect of Burnout on Job Satisfaction*

Psychological well-being mediates the positive but not significant effect of burnout on job satisfaction for Gen Z employees in West Jakarta, with a path coefficient of 0.033, t-statistics of  $0.988 < 1.645$ , and P-values of  $0.162 > 0.05$ ;

thus, H7 is rejected. This result does not align with Hameli et al. (2024), showing that PWB plays a small and insignificant role in mediating the effect of burnout on job satisfaction.

This result raises questions about the protective role of PWB in high-stress environments. According to the Job Demands-Resources (JD-R) model (Bakker & Demerouti, 2007), high job demands (e.g., workload, pressure) can lead to burnout, while resources (e.g., autonomy, support) mitigate its impact. If PWB is not functioning effectively as a resource in this context, organizational interventions may need to focus more on structural changes than on individual resilience training alone. In this case, PWB does not significantly mediate the relationship between burnout and job satisfaction. Lestari and Setyaningrum (2024) found that burnout negatively and significantly affects job satisfaction, suggesting that PWB may not buffer this relationship effectively. Thus, from this research, we can suggest that organizations should implement strategies to directly reduce burnout to maintain job satisfaction. Further studies could explore alternative mediators or moderators in the relationship between burnout and job satisfaction.

## 6. CONCLUSIONS AND SUGGESTIONS

### 6.1. Conclusion

The conclusions drawn from this study are as follows: Work-Life Balance (WLB) exerts a positive and significant influence on job satisfaction; burnout also positively and significantly affects job satisfaction; Psychological Well-Being (PWB) has a strong and positive impact on job satisfaction. Additionally, WLB positively and significantly contributes to PWB, while burnout shows a positive but statistically insignificant effect on PWB. Furthermore, work-life balance significantly enhances job satisfaction among Generation Z employees in West Jakarta, mediated by PWB; burnout has a positive but not significant effect on job satisfaction for Generation Z in West Jakarta, mediated by PWB.

### 6.2. Suggestions

Based on the conclusions explained, this study provides several suggestions, namely, companies are advised to provide opportunities for Gen Z employees to learn new things to avoid boredom and increase job satisfaction; on the other hand, Gen Z employees also need to be proactive in seeking new insights. Furthermore, companies should set clear working hours to support WLB and maintain employees' mental and physical health. In addition, companies must focus on the workload and physical health of employees to prevent fatigue that can trigger emotional instability and disrupt work harmony. Companies are also advised to provide counseling to help employees manage difficult situations to improve PWB.

### 6.3. Implications

This research helps Generation Z employees better understand their psychological well-being (PWB), enabling them to make more informed decisions about their careers, work styles, and personal priorities. Generation Z values autonomy, mental health, and meaningful work. By gaining insights into how factors like work-life balance, burnout, and PWB influence their job satisfaction, employees can advocate for conditions that support their productivity and emotional stability. Employees may use this awareness to choose roles, companies, or work models (e.g., hybrid, remote, flexible hours) that align with their psychological needs and satisfaction.

Job satisfaction, influenced by PWB and work-life balance, is directly tied to increased engagement, lower turnover rates, and higher performance. When employees are satisfied and emotionally supported, they are more likely to contribute to innovation and collaboration, fueling the organization's growth. Companies that cultivate satisfaction among Gen Z employees stand to benefit from a highly committed and creative workforce capable of driving future competitiveness.

The findings provide valuable insights for company leaders and HR managers. Recognizing the interplay between burnout, PWB, and job satisfaction can influence how companies design jobs, manage workloads, and

implement supportive policies. Leaders are encouraged to create empathy-driven policies that prioritize mental health, work-life balance, and flexibility. Leadership development programs should include training on emotional intelligence, mental health literacy, and strategic communication to better manage Gen Z talent.

Embedding the understanding of the four variables work-life balance, burnout, PWB, and job satisfaction into company culture and regulations ensures that policies are not just compliance-driven but truly supportive. This alignment also reinforces the company's vision and mission, particularly when innovation, sustainability, or people-centric values are core components. By institutionalizing wellness and balance, companies can create a sustainable internal environment that fosters loyalty and long-term growth, especially attractive to Gen Z employees seeking purpose and alignment in their work.

**Funding:** This research is supported by the Universitas Tarumanagara, Jakarta, Indonesia (Grant Number: 0004/Int-KLPPM/UNTAR/I/2025).

**Institutional Review Board Statement:** The Ethical Committee of the Universitas Tarumanagara, Indonesia has granted approval for this study on 1 August 2024 (Ref. No. 055-UTHREC/UNTAR/VIII/2024).

**Transparency:** The authors state that the manuscript is honest, truthful, and transparent, that no key aspects of the investigation have been omitted, and that any differences from the study as planned have been clarified. This study followed all writing ethics.

**Competing Interests:** The authors declare that they have no competing interests.

**Authors' Contributions:** All authors contributed equally to the conception and design of the study. All authors have read and agreed to the published version of the manuscript.

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