



Burnout, organizational support, and turnover intention among Gen Z employees: The role of quiet quitting

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ABSTRACT

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This study investigates Generation Z's job burnout and perceived organizational support, and their impact on turnover intent in Vietnam's labor market, with quiet quitting, job satisfaction, and affective commitment as the spiraling psychological and behavioral mechanisms. Using the Conservation of Resources and Withdrawal Process theories, the study develops a framework to understand how workplace strain and available organizational resources influence employee disengagement and intentions to leave. The study used a structured questionnaire to collect information from 546 Generation Z employees in Vietnam. The data were analyzed using PLS-SEM. The results indicate that job burnout leads to quiet quitting among employees and decreases their job satisfaction. Perceived organizational support decreases burnout and quiet quitting while enhancing affective commitment. Quiet quitting decreases job satisfaction and affective commitment while increasing turnover intention. Job satisfaction and affective commitment significantly reduce employees' turnover intention. Quiet quitting is especially stressful and indicates workplace strain and organizational burnout while serving as the most significant factor in Generation Z employee retention. The study posits quiet quitting as the most important factor in retaining Generation Z employees and in preventing departures from the youngest labor market. The results provide practices for retaining Generation Z employees and addressing burnout within the organization.

Contribution/Originality: This study contributes to the existing literature on quiet quitting by examining it as a primary withdrawal mechanism in relation to burnout, organizational support, job queries, and turnover intention among Generation Z employees. This study is among a handful of studies that examine quiet quitting and turnover intention in the emerging Vietnamese labor market.

1. INTRODUCTION

Gen Z, born between 1996 and 2010, is the generation between Millennials (Generation Y) and Generation Alpha (McKinsey & Company, 2024) and is characterized by high expectations for both work and personal life (Francis & Hoefel, 2018). This group seeks not only a stable income but also meaningful work in purpose-driven organizations that offer a wholesome work-life balance (Francis & Hoefel, 2018). But this generation faces unique challenges in a constantly moving world. The constant pressure to show off abilities, adapt to changes, and stay one step ahead has left many of them with little or no room to breathe (Travers, 2025). In contrast to other generations, this generation

often faces unique workplace challenges, particularly job burnout and a lack of organizational support. A Cigna survey found that 91% felt stressed at their jobs and 98% showed signs of burnout (Travers, 2025). While facing high expectations, excessive workload, financial pressure, blurred work-life balance, and insufficient employer support, Gen Z is currently experiencing burnout at unprecedented levels (Larkin, 2025).

Importantly, burnout negatively affects emotions about work productivity, engagement, and satisfaction while increasing the intention to leave the job (Scanlan & Still, 2019). Intention to leave a job, or “turnover intention,” is a damaging phenomenon for companies, resulting not only in financial losses from employee retraining and recruitment but also in a consistent loss of the knowledge and expertise gained by the former employee (Comprose, 2025). Gallup (2025) reported that 21% of Gen Z employees will leave their jobs within a year, the highest rate among employee cohorts (Gallup, 2025). As such, burnout is a critical challenge for employers, but with the proper organizational support, the emotional exhaustion and intention to leave can be addressed (Galanis et al., 2024). According to Albrecht, Bakker, Gruman, Macey, and Saks (2015), the provision of “authentic support” is positively correlated with employees’ higher levels of organizational commitment and lower turnover intentions. This support provision is particularly important with Gen Z, as the cohort is ambitious but tends to be highly susceptible to mental distress and instability caused by their work (TELUS Health, 2024).

The challenge of burnout, along with other underlying concerns regarding job satisfaction and the affective organizational commitment employees display, which is often viewed as disengagement, is rarely considered. Effectively “Quiet Quitting,” more often, an employee will retreat from the role in a subtler manner, has become a phenomenon that is often associated with high levels of employee burnout, as a result of the lack of organizational empathy or concern. Ultimately, this phenomenon can be the precursor for employee attrition. de Lange, de Witte, and Notelaers (2008) suggest that job satisfaction and affective commitment are long-term predictors of employee turnover intentions. Few studies, particularly in Vietnam, have examined how these factors influence turnover intention, especially for younger employees. There remains a need for deeper examination of these variable relationships, particularly among Gen Z, to better understand their experiences in fast-growing regions like Vietnam. Recently, papers including Lee, Hwang, Lim, and Yoon (2026) have investigated turnover’s impact on organizations, but these are mostly in Western business contexts and focus on older generations, especially regarding burnout, job satisfaction, and affective commitment.

This study is also aligned with Sustainable Development Goal 3 (SDG 3), which emphasizes good health and well-being. In the workplace context, employee well-being is closely associated with psychological health, stress reduction, and the prevention of burnout. For Generation Z employees, who are entering the labor market under increasing pressure and uncertainty, burnout and quiet quitting may reflect deeper challenges related to mental health and sustainable work conditions. By examining how organizational support can reduce burnout and disengagement while improving job satisfaction and affective commitment, this study contributes to the discussion on healthier and more sustainable workplaces. Therefore, the findings are relevant not only to employee retention but also to broader efforts to promote well-being and decent work among young employees.

Despite growing attention to burnout, organizational support, and employee turnover, three important gaps remain. First, prior studies have often examined burnout and turnover intention as direct relationships, while paying limited attention to quiet quitting as an early-stage withdrawal behavior. Second, although job satisfaction and affective commitment are well-established predictors of turnover intention, fewer studies have integrated them with quiet quitting to explain the gradual withdrawal process among young employees. Third, existing evidence is largely drawn from Western or developed-market contexts, while limited empirical research has examined Generation Z employees in Vietnam, where young workers’ expectations for well-being, flexibility, and organizational support are rapidly changing.

This study addresses an urgent question: how do job burnout and organizational support influence Gen Z’s choice to stay or leave their jobs in Vietnam? This study considers the mediating effects of quiet quitting, affective

commitment, and job satisfaction. The study clarifies the psychological and behavioral mechanisms behind young employees' turnover. The study's results may help Vietnamese businesses design psychologically supportive workplace environments for their employees. Focusing on job engagement and psychologically supportive work environments allows early indications of disengagement to be addressed. This is necessary for retaining young employees in a competitive labor market.

The remainder of this paper is organized as follows. Section two reviews the theoretical background and develops the research hypotheses. Section three describes the research methodology, including sampling, measurement, and data analysis procedures. Section four presents the measurement model and structural model results. Section five discusses the findings, theoretical contributions, and practical implications. Section six concludes the paper by outlining limitations and directions for future research.

2. LITERATURE REVIEW

2.1. Theoretical Background

This research is based on Hobfoll (1989) Conservation of Resources Theory. The theory concerns the stress response to the loss or gain of resources. Employees, on the whole, seem more concerned with maintaining resources such as energy, emotional stability, and social support. Loss of these resources can be extremely psychologically stressful. If the job is that demanding and work stress continues with no break, employees can be devastated. Organizations seem to be more concerned with support and how it helps employees deal with stress and recover from the loss of resources. For Gen Z, it is psychologically more demanding and a greater loss phenomenon. The resources that are most psychologically valuable include emotional energy and time. If there is a lack of organizational resources, it is likely to have a greater impact. The greater the loss phenomenon. Combining these factors suggests that Gen Z employees are more likely to show loss of emotional energy and personal resources.

Moreover, this study also references the Withdrawal Process Theory (Farrell & Petersen, 1984), which describes the processes by which employees gradually withdraw from their jobs and the organization. Within this theory, employee turnover is conceptualized as a gradual process rather than a sudden event. It would start with a psychological disengagement, which could potentially further develop into behavioral withdrawal and eventually lead to turnover. This model characterizes quiet quitting as the first of the more formal stages of work withdrawal. Employees may still fulfill the requirements of employment, but begin to disengage and stop putting forth their effort. For Gen Z employees who prefer a strong work/life balance and are more focused on their well-being, quiet quitting may be a protective strategy to guard their resources against the toll of excessive demands. This integrated approach provides a framework for better understanding changes in Gen Z employees' work attitudes and intentions to leave the organization, as well as the impact of diminished organizational resources and support on burnout and work withdrawal behaviors.

2.2. Hypotheses Development

2.2.1. The Influence of Job Burnout on Job Satisfaction and Quiet Quitting

According to the Job Demands-Resources (JD-R) model, the combination of high job demands and insufficient resources can trigger job burnout, resulting in a range of negative consequences. Of employees' psychological well-being and work attitudes (Schaufeli & Taris, 2014), burnout is characterized by emotional exhaustion, reduced energy, and a waning sense of professional efficacy, which may adversely affect employees' motivation and engagement in work. Earlier research has consistently indicated the adverse effects of burnout on employees' mental health and physical well-being, as well as their overall life satisfaction (Faragher, Cass, & Cooper, 2005; West, Dyrbye, & Shanafelt, 2018). When employees feel there are insufficient resources to meet the demands of their jobs, emotional exhaustion can lead to increased burnout, exacerbating negative effects on their psychological state (Ren et al., 2023). When individuals experience prolonged emotional exhaustion and burnout, their emotional regulation strategies are

affected. Furthermore, research shows that negative emotions such as anger and frustration are more likely to manifest in individuals when they feel burnt out. All of these factors can negatively impact employee job satisfaction.

The more severe the employees' burns are, the greater the chance of a negative attitude towards their work and burnout. As shown in previous studies, employees with burnout tend to exhibit lower levels of job satisfaction and lower organizational attachment (Lu & Gursoy, 2016; Matin, Kalali, & Anvari, 2012). In addition, burnout may lead employees to psychologically withdraw from work to take care of themselves. Rather than officially leaving the organization, employees tend to reduce their work engagement and limit their work to the minimum tasks, a phenomenon commonly known as quiet quitting. Quiet quitting is a form of disengagement that may occur when people feel compelled to protect themselves from prolonged stress and emotional exhaustion at work (Harter, 2022).

Although prior studies generally confirm the negative consequences of burnout, most have focused on traditional outcomes such as job satisfaction, commitment, or turnover intention. Less attention has been paid to quiet quitting as a behavioral form of silent withdrawal that may occur before employees formally decide to leave. This gap is important because burnout may not immediately result in resignation but may first appear as reduced effort, lower engagement, and boundary-setting behavior.

H_{1a}: Job burnout is negatively related to job satisfaction.

H_{1b}: Job burnout is positively related to quiet quitting.

2.2.2. The Influence of Organizational Support on Job Burnout, Quiet Quitting, and Affective Commitment

Organizational support is a perceived measure of the extent to which people in an organization feel supported (Suifan, Abdallah, & Al Janini, 2018). Organizational support is a critical external motivator for employees in their daily work and an important factor that helps them recover emotionally in their work environment when facing tough tasks (Kurtessis et al., 2017). Basically, when people feel cared for and supported by the organization, they will be happier and more satisfied with their work, reducing job burnout and quiet quitting. As shown in previous studies, organizational support can help reduce the stress and fatigue employees experience. At the same time, organizational support can enhance engagement and motivation in the work environment.

Srivastava and Agrawal (2020) proposed that organizational support acts as a moderator in the relationship between job burnout, resistance to change, job satisfaction, and intentions to leave. The more the organization appreciated employees and took the most care for them, the greater the willingness to work passionately and the higher the level of satisfaction with work. According to Rhoades and Eisenberger (2002), when employees feel appreciated and supported by their organization, they are more likely to exhibit positive behaviors, including greater responsibility and loyalty. Organizational support, however, can lead to negative outcomes, including higher levels of job burnout, a greater likelihood of quiet quitting, and lower affective commitment. Insufficient support results in stress and fatigue among employees, prompting them to withdraw and do only the minimum necessary work. Also, in support of the previous point, when the organization continued to ignore its employees' efforts and showed no concern for them, the resulting emotional detachment diminished employees' loyalty and their intention to remain with the organization for longer periods.

According to previous literature, organizational support can mitigate negative workplace outcomes. What remains clear, however, is the fact that the potential of this support to curb the phenomenon of 'quiet quitting' has been largely neglected. This is an issue particularly relevant to Generation Z employees, most of whom are likely to expect clear communication, recognition, psychological safety, and a balance between work and personal life. Therefore, organizational support may function not only as a job resource that reduces burnout but also as a protective factor against silent disengagement.

H_{2a}: Organizational support is negatively related to job burnout.

H_{2b}: Organizational support is negatively related to quiet quitting.

H_{2c}: Organizational support is positively related to affective commitment.

2.2.3. *The Influence of Quiet Quitting on Job Satisfaction, Affective Commitment, and Turnover Intention*

Job satisfaction is described as an emotional experience that results from an individual's work perception. It demonstrates employees' feelings of job content and their willingness to contribute to optimal performance (Wakida, 2014). According to Fayyazi and Aslani (2015) study, a significant imbalance between work and life leads to dissatisfaction and prompts quiet quitting. This behavior includes lower performance, less loyalty, and unexpressed withdrawn emotion. This may happen when employees are dissatisfied with their work (Yıldız, 2023).

Affective commitment is defined as the emotional connection, sense of identification, and degree of involvement that employees feel toward their organization (Meyer & Allen, 1991). Employees with strong affectivity are in the organization because they desire it, not because it is an obligation. However, quiet quitting is a major sign of weakened organizational commitment, which decreases their emotional connection to the organization. Employees who quietly quit are usually characterized by lower motivation and a lack of job engagement, which reduces their connection with the organization. Quiet quitting is a major sign of lowered employee involvement in their work and is frequently considered an early stage of psychological withdrawal. Based on the theory of Withdrawal Progression, the early signs of withdrawal will likely be followed by more pronounced withdrawal and a greater propensity to intend to leave. Individuals who exhibit quiet quitting behaviors report lower job satisfaction, undermining the emotional element of commitment and increasing the intent to leave.

While the concept of quiet quitting has gained traction in recent workplace discussions, evidence remains scarce. Quiet quitting studies typically treat it as a form of general employee disengagement, and few studies analyze its relationship to burnout, job satisfaction, affective commitment, and turnover intention within an integrated framework. Therefore, quiet quitting will be conceptualized as an early withdrawal behavior in this research.

H_{3a}: Quiet quitting is negatively related to job satisfaction.

H_{3b}: Quiet quitting is negatively related to affective commitment.

H_{3c}: Quiet quitting is positively related to turnover intention.

2.2.4. *The Influence of Job Satisfaction on Turnover Intention*

Locke, Sirota, and Wolfson (1976) define job satisfaction as the employee's perception of the role in terms of response to work-related emotions. Job satisfaction is highly relevant to work engagement and the organization's effectiveness. Job satisfaction lowers the employee's risk of leaving the organization. Employees with a favorable disposition toward the organization and their work role (i.e., job satisfaction) are less likely to express a desire to leave the organization. In contrast, work dissatisfaction has the opposite effect. Work dissatisfaction leads to numerous negative emotions and a psychological distancing effect, increasing the risk of turnover (Judge, Thoresen, Bono, & Patton, 2001). Job dissatisfaction is strongly correlated with "quiet quitting" and related trends in job satisfaction. Employees tend to voluntarily limit work engagement and withdraw their work-related emotions (Gonsiorowska & Zięba, 2023). Job satisfaction is contingent on the employee's perception of their work environment; as such, in the presence of "quiet quitting," job dissatisfaction is evident and correlates with heightened turnover intention (Wright & Bonett, 2007). Withdrawal Progression Theory characterizes the decline in job satisfaction as the catalyst for a gradual psychological distancing from the work role, ultimately leading to turnover.

H₄: Job satisfaction is negatively related to turnover intentions.

2.2.5. *The Influence of Affective Commitment on Turnover Intention*

Affective commitment captures the extent to which employees are emotionally attached to their place of work (Wright & Bonett, 2007). Employees who are more committed to their organization are better positioned to stay and guide it toward outcomes they are aligned with Mercurio (2015). When that emotional attachment weakens, withdrawal behaviors and eventually turnover are experienced. Improving and maintaining a workplace that positively and consistently encourages employees to emotionally engage with their organization and stay for a long

part of their mission will help alleviate turnover and affective commitment (Krausz, Koslowsky, & Eiser, 1998). The need to continue working with the organization to help fulfill a mission that aligns with each employee's long-term goals is evident. So is the stability the organization will have with an effective commitment focus.

H₅: Affective commitment is negatively related to turnover intention.

The proposed conceptual model is illustrated in Figure 1.

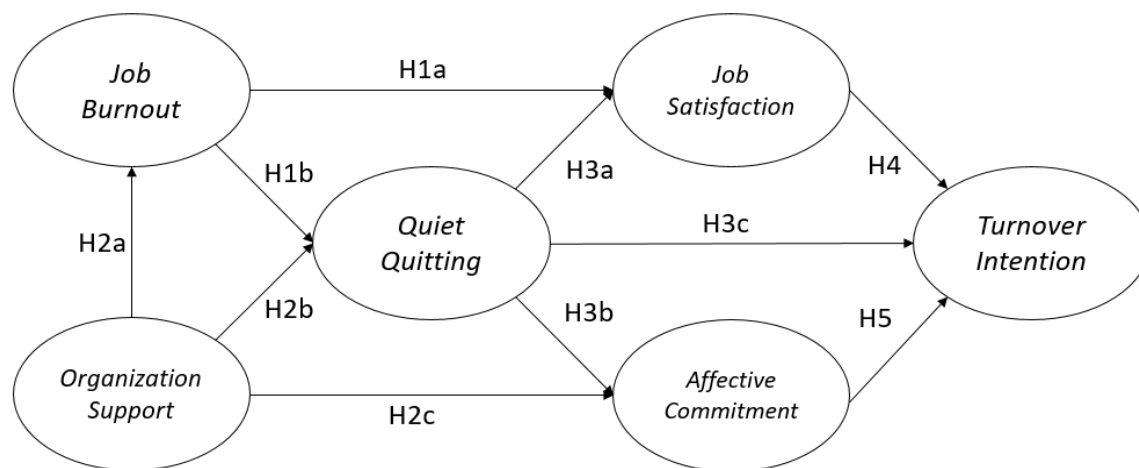


Figure 1. Research framework.

3. METHODS

3.1. Data Analysis

The Generation Z employee survey was built in Google Forms, used convenience sampling, and collected data online. The survey scope was designed to target Vietnam's Generation Z employees. The data were collected from November 2025 to December 2025. After filtering out responses that did not meet the criteria, 546 surveys were deemed useful and analyzed.

In the Vietnam survey on Generation Z employees, a convenience sampling strategy was employed. Although sampling was used to target the relevant population of Generation Z employees, it constrained the generalizability of the results to the general population. The researchers designed the survey to minimize response bias by employing direct, unrevealing, and sobering questions. Respondents were made aware that there was no right or wrong answer. Respondents were also promised anonymity. Researchers used the full collinearity VIF method to assess common method bias, and it was found to be negligible, as the average VIF was below the established threshold of 3.3, as cited in Leguina (2015).

The study aimed to demonstrate the robustness of its findings by conducting several tests, including internal consistency reliability, convergent and discriminant validity, AVEs, and the Fornell-Lacker criterion. Reliability of the measurement was analyzed using the multicollinearity and VIF tests. These were evaluated and reported as self-disclosed data. Therefore, more interpretation and longitudinal studies were suggested to assess the severity of the projected endogeneity.

3.2. Questionnaire Design

To examine the proposed research model, the study used a survey method with a structured questionnaire. To maintain content validity, all measurement items were adapted from well-established scales in prior studies. Job burnout (JB) was captured through five items adapted from Califf and Brooks (2020). Organizational support (OS) comprised four items based on DeConinck and Johnson (2009). Quiet quitting (QQ) was measured using eight items adapted from Anand, Doll, and Ray (2024). Job satisfaction (JS) was measured using six items from Thompson and Phua (2012). Affective commitment (AC) was evaluated using six items originating from Meyer and Allen (1997),

Meyer, Allen, and Smith (1993), and Mowday, Steers, and Porter (1979). Turnover intention (TI) was assessed with three items developed by Michaels and Spector (1982). In total, 32 items were included. All constructs were assessed using a 5-point Likert scale ranging from “Strongly Disagree” to “Strongly Agree.”

4. RESULT

4.1. Sample Characteristics

According to the findings (Table 1), 546 participants completed the questionnaire, of whom 51.33% were female and 48.67% were male. In terms of age, respondents were mainly between 18 and 22 years old (44.67%), followed by those aged 22 to 25 (34.00%) and 26 to 30 (21.33%). Regarding educational attainment, the largest proportion had completed high school (44.67%), followed by 42.00% with a college or university degree and 13.33% with postgraduate qualifications. In terms of occupational background, participants were primarily employed in customer service and F&B (19.33%), followed by e-commerce and digital marketing (18.67%), design and content creation (17.33%), education and training (14.67%), and information technology (12.33%), while the remaining 17.67% worked in other sectors. With respect to work experience, 40.67% had less than two years of experience, 33.00% had worked from two to under five years, 13.00% had worked from five to under eight years, and 13.33% had eight years or more. Weekly working hours also varied: 41.34% worked 21–40 hours per week, 27.00% worked 10–20 hours, 16.33% worked less than 10 hours, and 15.33% worked more than 40 hours. Regarding monthly income, 29.30% of respondents earned from 5 to under 10 million VND per month, 26.74% earned from 10 to under 20 million VND, 22.71% earned under 5 million VND, and 21.25% earned 20 million VND or more.

Table 1. The demographic characteristics of the participants (n=546).

Demographic factor	Values	n (%)
What is your gender?	Male	266 (48.67)
	Female	280 (51.33)
Which age group do you belong to?	18–22 years old	244 (44.67)
	22–25 years old	186 (34.00)
	26–30 years old	116 (21.33)
What is your current level of education?	High school graduate	244 (44.67)
	College/University graduate	229 (42.00)
	Postgraduate degree holder	73 (13.33)
What is your primary field of work?	Information technology (IT)	67 (12.33)
	E-commerce and digital marketing	102 (18.67)
	Design and content creation	95 (17.33)
	Customer service and F&B	106 (19.33)
	Education and training	80 (14.67)
	Others	96 (17.67)
How long have you been working?	Less than 2 years	222 (40.67)
	From 2 to less than 5 years	180 (33.00)
	From 5 to less than 8 years	71 (13.00)
	8 years or more	73 (13.33)
How many hours do you work in a week?	Less than 10 hours/Week (Freelance)	89 (16.33)
	10–20 hours/Week (Part-time)	147 (27.00)
	21–40 hours/Week (Full-time)	226 (41.34)
	More than 40 hours/Week	84 (15.33)
What is your average monthly income? (Including allowances)	Under 5 million VND/Month	124 (22.71)
	From 5 to under 10 million VND/Month	160 (29.30)
	From 10 to under 20 million VND/Month	146 (26.74)
	More than 20 million VND/Month	116 (21.25)

4.2. Reliability and Discriminant Validity

The author evaluated the measurement model using SmartPLS 4.0 to test reliability and discriminant validity and assess variable consistency. Cronbach's Alpha, composite reliability (CR), and average variance extracted (AVE)

were used to assess the reliability and validity of measurements. It was indicated that Cronbach's Alpha values, which surpassed the threshold of 0.7, indicated acceptable reliability. Cronbach's Alpha for all constructs was within the range of 0.843 to 0.896, all of which surpassed the threshold of 0.7. Likewise, composite reliability values, ranging from 0.843 to 0.917, were satisfactory to good, indicating strong reliability for the constructs. Also, all constructs possessed AVEs that ranged from 0.578 to 0.761, thereby confirming the presence of convergent validity, which is also shown in Table 2.

Table 2. AVE Values, Composite reliability.

Constructs	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	AVE
Affective commitment	0.865	0.865	0.899	0.597
Job burnout	0.884	0.890	0.915	0.684
Job satisfaction	0.891	0.893	0.917	0.648
Organizational support	0.845	0.850	0.896	0.682
Quiet quitting	0.896	0.898	0.916	0.578
Turnover intention	0.843	0.843	0.905	0.761

Discriminant validity was also examined. Henseler, Ringle, and Sarstedt (2015) proposed the Fornell-Larcker criterion, which states that the AVE of a construct must exceed the square root of its maximum correlation with other constructs. The evidence shown in Table 3 confirms the existence of discriminant validity, as all constructs were able to fulfill this criterion.

Table 3. Correlations between Research Constructs (Fornell-Larcker Criterion).

Constructs	AC	JB	JS	OS	QQ	TI
AC	0.773					
JB	-0.653	0.827				
JS	0.715	-0.683	0.805			
OS	0.677	-0.640	0.729	0.826		
QQ	-0.612	0.603	-0.641	-0.587	0.760	
TI	-0.664	0.663	-0.687	-0.669	0.610	0.872

Note: JB: Job burnout, OS: Organizational support, QQ: Quiet quitting, JS: Job satisfaction, AC: 'Affective commitment, TI: Turnover intention.'

4.3. Common Method Bias

Common Method Bias (CMB) is a potential concern in survey-based research, particularly during the data collection process (Podsakoff, MacKenzie, Podsakoff, & Lee, 2003). To assess the presence of CMB, this study employed the variance inflation factor (VIF) approach. The results indicate that all VIF values were below the recommended threshold of 3.3 (Kock, 2015) (see Table 4). Accordingly, it can be concluded that CMB does not pose a significant threat to the validity of the findings in this study.

Table 4. VIF values.

Paths	VIF
Affective commitment -> Turnover intention	2.10
Job burnout -> Job satisfaction	1.57
Job burnout -> Quiet quitting	1.69
Job satisfaction -> Turnover intention	2.29
Organizational support -> Affective commitment	1.53
Organizational support -> Job burnout	1.00
Organizational support -> Quiet quitting	1.69
Quiet quitting -> Affective commitment	1.53
Quiet quitting -> Job satisfaction	1.57
Quiet quitting -> Turnover intention	1.77

4.4. The Results of PLS-SEM

4.4.1. Quality Testing

Table 5 presents the R^2 and adjusted R^2 values for all endogenous constructs, representing the proportion of variance explained by the proposed model. Job satisfaction exhibited the highest explained variance ($R^2 = 0.549$; adjusted $R^2 = 0.546$), followed by turnover intention ($R^2 = 0.540$; adjusted $R^2 = 0.536$), affective commitment ($R^2 = 0.529$; adjusted $R^2 = 0.526$), quiet quitting ($R^2 = 0.432$; adjusted $R^2 = 0.428$), and job burnout ($R^2 = 0.409$; adjusted $R^2 = 0.408$). Overall, the model explained between 40.9% and 54.9% of the variance in the endogenous constructs, indicating meaningful explanatory power across the model.

Table 5. R-Square values.

Constructs	R-square	R-square adjusted
Affective commitment	0.529	0.526
Job burnout	0.409	0.408
Job satisfaction	0.549	0.546
Quiet quitting	0.432	0.428
Turnover intention	0.540	0.536

4.4.2. Hypothesis Testing

Table 6 summarizes the results of the effects analysis using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach. The table includes key statistical metrics such as path coefficients (β), standard deviations, t-statistics, and p-values to assess the significance of the hypothesized relationships. The results indicate that all ten proposed hypotheses were supported. Figure 2 presents the findings from the structural modeling test, showing path coefficients.

Table 6. Summary of the structural model.

Hypothesis	β	Standard deviation	T statistics	P values	Supported
H1a: JB $\rightarrow$ JS	-0.467	0.063	7.371	0.000	Yes
H1b: JB $\rightarrow$ QQ	0.385	0.073	5.295	0.000	Yes
H2a: OS $\rightarrow$ JB	-0.640	0.081	7.929	0.000	Yes
H2b: OS $\rightarrow$ QQ	-0.341	0.065	5.216	0.000	Yes
H2c: OS $\rightarrow$ AC	0.485	0.067	7.229	0.000	Yes
H3a: QQ $\rightarrow$ JS	-0.359	0.045	7.963	0.000	Yes
H3b: QQ $\rightarrow$ AC	-0.327	0.117	2.795	0.005	Yes
H3c: QQ $\rightarrow$ TI	0.251	0.061	4.115	0.000	Yes
H4: JS $\rightarrow$ TI	-0.329	0.105	3.146	0.002	Yes
H5: AC $\rightarrow$ TI	-0.242	0.073	3.336	0.001	Yes

Note: JB: Job burnout, OS: Organizational support, QQ: Quiet quitting, JS: Job satisfaction, AC: Affective commitment, TI: Turnover intention.

Specifically, job burnout (JB) was negatively associated with job satisfaction (JS) and positively associated with quiet quitting (QQ), thereby supporting H1a and H1b. Organizational support (OS) showed significant negative relationships with job burnout and quiet quitting, while it was positively associated with affective commitment (AC), supporting H2a, H2b, and H2c. Furthermore, quiet quitting had significant negative effects on job satisfaction and affective commitment, but a significant positive effect on turnover intention (TI), thereby supporting H3a, H3b, and H3c. Finally, both job satisfaction (JS) and affective commitment (AC) were negatively associated with turnover intention, supporting H4 and H5.

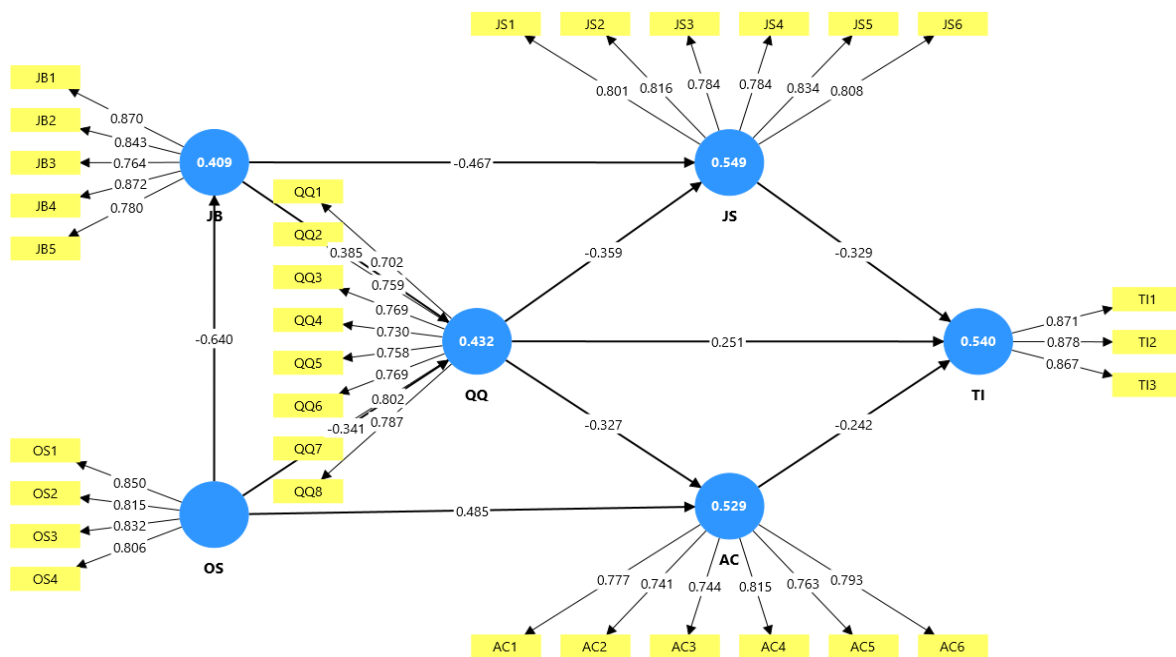


Figure 2. PLS-SEM path diagram.

5. DISCUSSION

5.1. Discussion of Findings

This research examines the relationships among job burnout, organizational support, and quiet quitting, and their effects on affective commitment, job satisfaction, and turnover intention among Gen Z employees. Theoretically and practically, the research's implications are significant due to the new phenomenon of “silent disengagement.” The research showed the important role of organizational support in burnout and the role of quiet quitting as a disengagement phenomenon. The research identified burnout and quiet quitting as important factors in determining satisfaction and intention to leave. The findings from the research provide important evidence for organizations to design ways to manage their young employees, keep them in the organization, and enhance employees' well-being.

Job burnout drops job satisfaction, as shown by support of H1a ($\beta = -0.467$). Wu et al. (2021) found that job burnout was associated with lower job satisfaction. This is caused by emotional exhaustion and low work motivation. Using a different audience to support the findings, Faragher et al. (2005) found that burnout and its impact on employees' well-being degrade employees' satisfaction with their work. In the relationships of Gen Z employees in Vietnam, this could likely be the case, as the younger workforce focuses more on work-life balance and psychological well-being. When work demands exceed the workforce's coping abilities, employees' work-related exhaustion can lead to sub-optimal job satisfaction.

H1b is supported by job burnout, which is positively associated with quiet quitting ($\beta = 0.385$). This is also the result of Pham and Trang (2024) work. The impact of burnout and workplace stress leads employees to reduce their efforts, and quiet quitting forces them to stretch their efforts to cope. This finding supports (Baghini, SepehryRad, Miri, & Asadi, 2024) by showing that employees under chronic pressure in a work setting tend to withdraw from their duties and engage in work-related activities only to the extent required to fulfill their job responsibilities. For the Gen Z employees in Vietnam, this type of silent disengagement may be a means of keeping themselves safe. Younger employees may even avoid a work-related problem by reducing their effort at work to preserve their mental equilibrium.

The strongest path in the model indicates a negative relationship between organizational support and job burnout ($\beta = -0.640$, $p < 0.001$). This relatively large coefficient indicates that perceived organizational support may be a vital protective resource for employees of Generation Z. From the perspective of Conservation of Resources Theory, organizational support may help employees replenish emotional and psychological resources, thereby reducing

burnout (Myrvang, 2020). In the Vietnamese workplace, this type of support may be particularly important for Gen Z employees, who are conditioned to expect open and supportive communication built on a supportive relationship. When this expectation is met by the workers, they may feel more valued and better equipped to cope with the demands of their job.

Moreover, the analysis supports H2b, indicating that organizational support also contributes to reducing quiet quitting behavior ($\beta = -0.341$). When employees feel supported by their organization, they are less likely to withdraw into silence because their work feels meaningful and worthwhile (Gallup, 2025). When employees are supported and recognized, they are more motivated and feel more engaged (Gallup, 2025), which reduces the tendency to perform only minimal responsibilities. At the same time, they will proactively improve productivity and work quality. This finding aligns with the study by Gün, Söyük, and Özşarı (2021), which shows that as organizational support increases, employees become more satisfied and happier, resulting in decreased 'quiet quitting' behavior.

Besides, the study found, as H2c predicted, that organizational support positively affects affective commitment ($\beta = 0.485$). This relationship has been widely documented in previous research examining employee–organization relationships. Silva, Dias, Pereira, da Costa, and Gonçalves (2022) demonstrated that when employees feel genuinely supported by the organization, they are more likely to express a strong emotional attachment to and loyalty toward it. Also, in a study by Yang and Zhou (2022), the researchers argued that organizational care and recognition strengthen employees' sense of belonging, thereby enhancing their affective commitment. In this case, organizational support could be especially meaningful for Gen Z employees in Vietnam, as younger employees tend to value positive relationships with colleagues and a more supportive work environment. Whenever the organization actively cares for employees' contributions and offers them development opportunities, they are more likely to form stronger emotional connections with the organization.

Interestingly, the data support H3a, as quiet quitting negatively affects job satisfaction ($\beta = -0.359$). This result is consistent with Kim and Sohn (2024), who reported that employees who disengage from their work tend to experience lower job satisfaction over time. Similarly, studies on work engagement have suggested that reduced involvement in work activities weakens employees' sense of purpose and fulfillment in their roles. When individuals limit their effort to only the minimum required tasks, their psychological connection to the job gradually diminishes. Among Gen Z employees in Vietnam, this effect may be particularly evident because younger workers often seek meaningful and engaging work experiences. As disengagement increases, employees may perceive their work as less rewarding, ultimately reducing their overall job satisfaction.

Quiet quitting was negatively associated with affective commitment ($\beta = -0.327$), supporting H3b. This finding suggests that employees who psychologically withdraw from their work and limit their effort to minimum job requirements tend to develop weaker emotional attachment to their organization. From the perspective of Withdrawal Progression Theory, quiet quitting may represent an early stage of withdrawal in which employees remain formally employed while gradually reducing their psychological and emotional involvement. This is the relationship, commitment, and emotional withdrawal of employees toward Vietnamese Gen Z, reflecting a higher commitment to orient their focus toward and even connect meaningfully with the organization, and, in turn, relate socially with the organization by leading the employees with dedication. If these expectations remain unfulfilled, employees may remain with the organization and, in turn, relate to it by leading the employees with the commitment outlined above. If these expectations remain unfulfilled, employees may remain with the organization and, in turn, relate to it by leading the employees with the commitment described above. If these expectations remain unfulfilled, employees may remain with the organization. The aforementioned can be interpreted as the case over a period of time, if not longer, and, in turn, relate socially with the organization and, if not longer, lead the employees over a period of time. The aforementioned, over a period of time, can be interpreted as the case over a period of time if not longer, and in turn relate to the organization, if not longer, lead the employees over a period of time, and in turn relate socially to the organization.

The relationship manifests as quiet quitting being positively associated with the intention to quit ($\beta = 0.251$, $p < 0.001$). Compared to the relationship between job satisfaction and affective commitment, the strength may differ. Nonetheless, the relationship, the psychological withdrawal of the employees toward the organization, and the commitment toward the organization reflect the psychological withdrawal of the employees toward the organization. It reflects the relationship and the commitment, respectively, with the psychological withdrawal being even more so the social-emotional normative withdrawal. Generational cohort Z is likely to maintain a productive relationship with their employer as long as their employment expectations are met and there are no other, more favorable employment opportunities available to them. Currently, the Vietnamese labor market for younger workers emphasizes work-life balance and smaller employer expectations for long-term employment commitments, while quiet quitting serves as a way for employees to psychologically shift their focus and obligations to themselves while still employed. Fully resigning from their positions. This further substantiates the idea that quiet quitting is driven by turnover intentions; thus, an employer should identify employee disengagement before resignations are realized.

Job satisfaction ($\beta = -0.329$, $p = 0.002$) and affective commitment ($\beta = -0.242$, $p = 0.001$) indicate a negative relationship with turnover intention. The negative relationship with job satisfaction, as indicated by the stronger coefficient, suggests that Gen Z employees prioritize work experience first and foremost, while affective commitment comes second. Despite differences in order of importance, all components fall within the realm of exploratory psychological variables. The work of Anh et al. (2023) and Jogi, Vashisth, Srivastava, Alturas, and Kumar (2025) shows job satisfaction as one of the leading indicators of employee turnover intention. This relationship in Vietnam, particularly with Gen Z employees, may be due to a focus on work experience, the organizational context, and the congruence between personal and job values. If employees are fulfilled, they are more likely to have positive organizational commitment (Anh et al., 2023). Based on this, companies need to increase job satisfaction as one strategy to reduce the intention to leave, thereby aiding employees' fulfillment and enhancing their work settings by offering equitable compensation and opportunities for career advancement. The same authors, Gün et al. (2021), stated that affective commitment bolsters employees' loyalty and workforce retention. In this context, the relationship between affective commitment and turnover intention is highly relevant to retaining Gen Z employees in Vietnam. The absence of a positive workplace and supportive work culture leads to employees having little satisfaction with their work. Thus, companies that work to improve and reinforce their workplace culture and to increase their employees' emotional commitment are more likely to succeed.

5.2. Theoretical Implications

This research aims to provide insight into an integrated model that takes into account job burnout and perceived organizational support and examines quiet quitting, job satisfaction, and affective commitment in relation to turnover intentions. As quiet quitting is presented as the 'primary' withdrawal method, this study leans into the more qualitative side of the job-related strain versus organizational resource support model. The study also provides a qualitative context for Vietnam, an emerging market economy where the retention of Gen Z demographics is becoming a more prominent challenge.

First, the study enhances the Withdrawal Progression Theory. It achieves this by explaining the psychological and withdrawal behavior progressions of Gen Z Vietnamese. The study shows the theory in practice: job burnout as the beginning of the withdrawal behavior continuum; quiet quitting as the gap in the continuum, which eventually fills with thoughts of leaving the organization. These results speak to the theory of employee withdrawal, which posits that employees gradually leave a job (or a job-related function) over an extended period of time. These support the theory of employee withdrawal.

Second, this study advances the application of the Conservation of Resources (COR) Theory by providing an empirical explanation of the role that resource depletion plays in employees' psychological states and work attitudes. As predicted by the COR theory, individuals seek and struggle to protect their valuable resources, and the loss of

resources may lead to stress and negative consequences for their work attitudes. The results of this study showed that job burnout can be understood as a form of resource depletion, undermining employees' psychological attachment to the organization and leading them to leave with lower job satisfaction, commit less to the organization, and have a high intention to turn over. By empirically establishing the role of resource loss mechanisms in employee withdrawal behavior, the study enriches the conceptual development and application of COR theory in organizations.

Thirdly, to contribute to the literature, the study identifies the psychological mechanisms by which employees' workplace experiences lead to employee turnover intention. Specifically, it examines the path through which burnout impacts employees' intention to turnover in organizations, finding that job quiet quitting is the first step, followed by job satisfaction and affective commitment as subsequent steps in the psychological mechanism. Prior research has often examined these factors as separate phenomena; this study integrates them within a unified theoretical framework, thus shedding light on the complex psychological processes underlying employee withdrawal in organizations.

Finally, the study extends the applicability of current theories to the context of Gen Z employees in an emerging economy. Most studies on burnout and turnover intention have been conducted in the Western context or with other generations of employees. By examining Gen Z employees in Vietnam, this study extends the contextual scope of existing theories and underlines the importance of organizational support, psychological well-being, and workplace engagement of employees in shaping the work attitudes of younger employees in quickly developing labor markets.

5.3. Practical Implications

This study also provides practical recommendations to help organizations retain Gen Z employees and improve workplace engagement.

First, organizations can enhance retention by prioritizing employees' psychological and emotional well-being through anti-burnout practices. Initial steps in the withdrawal process involve on-the-job burnout. Providing psychological support, encouraging the use of recovered resources, and promoting work-life balance can help mitigate excess workloads during the workweek. Resilience can even further be enhanced by practicing leadership that organizes wellness programs and supports flexible work arrangements.

Second, the results demonstrate the effect that employees' job burnout has on retention and engagement. Employees' perception that their wellness is a concern of the organization and that their contributions are valued drives them to commit to the organization. Such employees appreciate recognition, fair distribution of activities, and transparent communication in the workplace. Managers, due to their roles, can positively change these dimensions.

Third, organizations should monitor for signs of quiet quitting, as it is a form of psychological withdrawal before an employee plans to leave. To that end, managers ought to use open-door policies as opportunities for employees to air grievances, give feedback, and state their goals. Persistent checking, guidance, and the opportunity to do work that employees view as important can prevent later withdrawal and re-engage employees. Finally, the study shows that organizations ought to shift their efforts to creating pleasant emotional and psychological work environments to promote decreased job-leaving intent among employees. This can create a strong sense of work commitment and emotional attachment, and helps co-workers evaluate the work environment as fair and positive, feel competitive, and develop a degree of emotional and psychological attachment.

By guiding employees' levels of participation, management's efforts to improve employee satisfaction will create a workplace where employees are confident to stay, and, in the same competitive job market, the organization itself will have high levels of work satisfaction.

6. CONCLUSION

This study investigates burnout, organizational support, and turnover intention of Gen Z employees. Quiet quitting, job satisfaction, and affective commitment are the key mechanisms. Data were collected from 546 employees

and analyzed using the PLS-SEM framework. Burnout increases quiet quitting yet decreases job satisfaction. Organizational support limits the adverse effects of increased job burnout and disengagement by reducing quiet quitting while reinforcing emotional attachment to the organization. Quiet quitting decreases employee satisfaction and commitment, yet increases the likelihood of leaving the organization. Higher job satisfaction and affective commitment to the organization are associated with lower intended turnover; thus, a greater focus by organizations on retaining Gen Z employees is warranted. Organizations need to focus on employees' well-being, recognition, and meaningful work to address silent disengagement.

This research has a few limitations. This study design is cross-sectional, making it difficult to establish causal links among burnout, organizational support, quiet quitting, job satisfaction, affective commitment, and turnover intention. Longitudinal studies could help understand the gradual disengagement of employees. Second, although statistical checks indicated that common method bias was not a significant concern, collecting data through self-report questionnaires may still introduce social desirability bias and other common method biases. Third, the current research relied on convenience sampling and included only Gen Z employees in Vietnam, which may limit the applicability of the findings to other age cohorts, sectors, and countries.

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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.

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