

The Effect of Work-Life Balance and Job Insecurity on Burnout among Generation Z Employees in Sukabumi with Job Satisfaction as a Mediating Variable

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Abstract

This study aims to analyze the influence of Work-Life Balance and Job Insecurity on Burnout among Generation Z employees in Sukabumi, either directly or through Job Satisfaction as a mediating variable. This study uses a quantitative approach with a population of Generation Z employees in Sukabumi who have worked in two or three companies. The sample size was determined using the Hair formula based on 20 indicators from four variables, resulting in a minimum of 140 respondents. Primary data were collected through a Likert scale questionnaire (1–5) measuring four variables, namely Work-Life Balance (five indicators), Job Insecurity (five indicators), Job Satisfaction (five indicators), and Burnout (five indicators), then analyzed using Structural Equation Modeling (SEM) with the AMOS program. The results show that Work-Life Balance and Job Insecurity have a positive and significant effect on Burnout (H1 and H2 accepted) as well as on Job Satisfaction (H3 and H4 accepted). However, Job Satisfaction was not found to have a significant effect on Burnout (H5 rejected) and did not mediate the relationship between Work-Life Balance or Job Insecurity and Burnout (H6 and H7 rejected). These findings indicate that Burnout among Generation Z employees is more directly influenced by work-life balance conditions and job insecurity, rather than through the mechanism of job satisfaction. The results of this research are expected to be the basis for management in designing work policies that support Work-Life Balance and job stability to reduce the risk of burnout, as well as a reference for future research focusing on the psychological well-being of Generation Z employees in other sectors and regions.

INTRODUCTION

Human resource management (HRDM) places Burnout as one of the increasing problems because it has a direct impact on individual health, work productivity, and organizational sustainability (Nursiva et al., 2024; Supriadi & Sihombing, 2025). Burnout in modern MSDM is seen as a consequence of changes in the global world of work, such as digitalization, work intensification, career uncertainty, and increasingly high performance demands in various industrial sectors, so that its management is no longer the sole responsibility of individuals, but a strategic agenda of MSDM that demands a systemic approach (Nagarajan et al., 2024). This condition reflects the organization's inability to manage work stress, complex role demands, and ongoing performance pressures, so that burnout can no longer be seen as a mere individual problem, but as a structural phenomenon in human resource management (Aljawarneh et al., 2025; Asti Sri Mulyanti et al., 2025). The high prevalence of emotional fatigue, depersonalization, and decreased personal achievement in various sectors confirms that modern MSDM practices still face serious challenges in creating a healthy work environment (Getie et al., 2025; Ramdan et al., 2025a).

This problem is becoming increasingly relevant considering the data of the Central Statistics Agency (2025) shows that the number of young Generation Z workers in Indonesia has consistently increased from 16.8 million people in 2020 to 20.2 million people in 2025, reflecting the growing role of Generation Z as the dominant labor force group. Generation Z, who are generally in the transition phase from education to work, are particularly vulnerable to burnout in the early phases of their careers due to limited work experience and high expectations for self-achievement (Alif Karina & Titi Pratitis, n.d.; Rahadian & Siwiyanti, 2025). This is supported by Populix data (Febriana Sulistya Pratiwi, 2023) which shows the most frequent symptoms of burnout in Gen Z Indonesia in the form of constant tiredness (27%), feelings of uselessness (21%), and difficulty sleeping (15%). This phenomenon is also confirmed in the local context, where the results of the initial questionnaire of 15 generation Z employees in Sukabumi showed that indicators of sleep and physical disorders as well as physical and mental fatigue were at the highest scale (3.5 and 3.4), followed by symptoms of depression, emotions, and negative attitudes towards work which were also at a fairly high level.

A number of previous studies have examined the role of Work-Life Balance and Job Insecurity on Burnout and Job Satisfaction, but the findings show inconsistent results. Basuni and Sopiah (2023) found that Work-Life Balance had an effect on burnout, while Ninaus et al., (2021) found the opposite result. The same contradictory pattern was also found in the relationship of Job Insecurity to Burnout, where De Angelis et al. (2021) reported a significant effect, while Michael and Ie (2022) found no similar effect. Similarly, in the Work-Life Balance and Job Insecurity pathways to Job Satisfaction, as well as in the mediating role of Job Satisfaction itself, the research results of Susanto et al., (2022) Fuadiputra and Rofida Novianti, (2021) Fauziah et al., (2024) Santika et al., (2025) Wang et al., (2024) and Daud et al., (2023) show the direction of findings that contradict each other.

The inconsistency of these results indicates that the relationship between Work-Life Balance, Job Insecurity, Job Satisfaction, and Burnout has not been fully comprehensively elucidated, thus requiring further study, especially in groups of workers with specific psychological characteristics and vulnerabilities. On the other hand, empirical studies that specifically attribute these three variables to Generation Z employees are still relatively limited, while existing studies generally still focus on global contexts or specific sectors such as hospitality, health, and banking, and have not targeted more specific regions such as Sukabumi.

Based on these gaps, this study was formulated to answer the question of how the effect of Work-Life Balance and Job Insecurity on Generation Z employee burnout in Sukabumi, either directly or through Job Satisfaction as a mediating variable. This study aims to analyze the influence of Work-Life Balance and Job Insecurity on Burnout, the influence of these two variables on Job Satisfaction, the effect of Job Satisfaction on Burnout, and the role of Job Satisfaction mediation in bridging the relationship between Work-Life Balance and Job Insecurity to Burnout. The novelty of this research lies in narrowing the context from global problems to more specific regions, namely by placing Generation Z employees in Sukabumi as subjects and objects of research, as well as in affirming the position of Job Satisfaction as a mediating variable that bridges the influence of Work-Life Balance and Job Insecurity on Burnout in the workforce group that is still in the early adaptation phase of their careers.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

This research is based on the Job Demands-Resources (JD-R) Theory, which explains that work conditions can be grouped into job demands and job resources which together affect employee welfare and fatigue (Demerouti, 2024; Edú-valsania et al., 2022). Within this framework, role imbalance (poor work-life balance) and job insecurity are positioned as job demands that have the potential to drain individual psychological resources and trigger burnout, while job satisfaction is positioned as a job resource that can theoretically mitigate the negative impact of these job demands (Rengga Gunawan et al., 2025; Siwiyanti et al., 2025). This theory is the basis for explaining why Work-Life Balance and Job Insecurity are suspected to affect burnout, either directly or through job satisfaction as a mediation mechanism.

Work-Life Balance dan Burnout

Work-Life Balance is an individual's ability to balance the demands of work and personal life so that the two roles can run in harmony. In today's all-digital work environment, employees are often required to remain responsive to work even outside of working hours, blurring the boundaries between work and personal life. This imbalance can drain an individual's psychological resources thereby increasing the risk of burnout (Basuni & Sopiah, 2023; Ninaus et al., 2021).

H1: Work-Life Balance has a positive effect on Burnout.

Job Insecurity dan Burnout

Job Insecurity is an individual's perception of uncertainty or threats to the sustainability of their work. When an employee feels that his or her job position is unsafe, there is prolonged anxiety and psychological distress that can drain an individual's mental and emotional resources (Rahadian & Siwiyanti, 2025). In the long run, such stress can lead to emotional exhaustion, decreased motivation, and negative attitudes toward work, potentially triggering burnout (De Angelis et al., 2021; Maulana Yusup et al., 2025).

H2: Job Insecurity has a positive effect on burnout.

Work-Life Balance and Job Satisfaction

When employees are able to manage time, energy, and responsibilities between work and personal life well, they tend to feel more comfortable and satisfied with their work (Asti Sri Mulyanti et al., 2025). Role balance reduces role conflicts and improves the psychological well-being of individuals, so that a good Work-Life Balance is an important factor that affects employee job satisfaction in the organization (Canzio, 2024; Susanto et al., 2022).

H3: Work-Life Balance has a positive effect on Job Satisfaction.

Job Insecurity and Job Satisfaction

Job Insecurity can affect the psychological condition of employees because it is related to feelings of insecurity towards the sustainability of work. These feelings can decrease employees' comfort and trust in the organization, so individuals tend to judge their work negatively and their job satisfaction levels change (Getie et al., 2025; Modigliani et al., 1958).

H4: Job Insecurity has a positive effect on Job Satisfaction.

Job Satisfaction and Burnout

Job satisfaction is an employee's positive feelings about their work as a result of an evaluation of the work environment, relationships with colleagues, and rewards received (Siwiyanti et al., 2025). A high level of job satisfaction can create a positive psychological state that helps individuals cope with work pressure better, so job satisfaction is thought to play an important role in influencing employee burnout levels (Hagen et al., 2025; Rahmatullah et al., 2025).

H5: Job Satisfaction has a positive effect on Burnout.

Job Satisfaction Mediates the Effect of Work-Life Balance on Burnout

Job satisfaction can act as a mediating variable that explains the mechanism of the relationship between work conditions and employee psychological outcomes, including burnout. A good work-life balance can increase job satisfaction because individuals feel able to balance the demands of work and personal life in harmony (Agustianis et al., 2024). These changes in job satisfaction levels can ultimately affect the level of burnout experienced by employees: when job satisfaction increases, individuals tend to have a more stable psychological state so that they are able to deal with work pressure better, on the other hand, when job satisfaction decreases, work pressure can increase and trigger burnout. Thus, job satisfaction acts as a mechanism that bridges the relationship between Work-Life Balance and Burnout (Ramdan et al., 2025b; Siwiyanti et al., 2022; Wang et al., 2024).

H6: Job Satisfaction has a positive influence in mediating the effect of Work-Life Balance on Burnout.

Job Satisfaction Mediates the Effect of Job Insecurity on Burnout

Job satisfaction can also act as a mediating variable that explains the mechanism of the relationship between Job Insecurity and Burnout experienced by employees (Vayuni & Samsudin, 2026). High job insecurity creates psychological pressure in the form of anxiety, fear of losing a job, and uncertainty about the future of career, this condition can directly reduce employees' positive evaluations of their work so that the level of job satisfaction is reduced. The decline in job satisfaction triggered by Job Insecurity can ultimately increase the risk of burnout in employees, because their psychological resources are gradually drained, resulting in emotional exhaustion, cynicism, and a decrease in a sense of professional achievement. Thus, job satisfaction acts as a mechanism that bridges the relationship between Job Insecurity and Burnout (Alhidayatullah et al., 2023; Chong et al., 2024; Ernes et al., 2023).

H7: Job Satisfaction has a positive influence in mediating the influence of Job Insecurity on Burnout.

Frame of Mind

The framework of this study places Work-Life Balance (X1) and Job Insecurity (X2) as exogenous variables that affect Burnout (Y), either directly or indirectly through Job Satisfaction (M) as a mediating variable. The research model is presented in Figure 1.

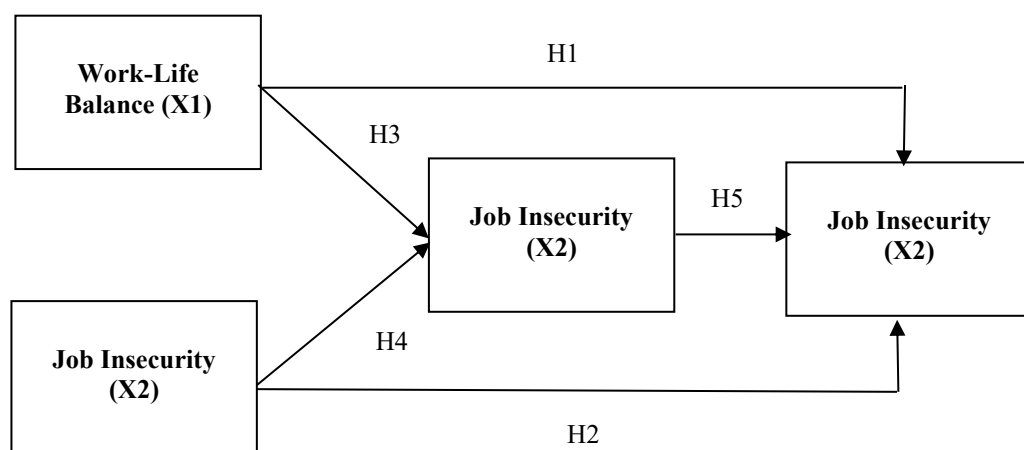


Figure 1. Research Model

METHODS

This study uses a quantitative approach that measures data in numerical form and collects large quantities to accurately test the relationships between variables (Machali Imam, 2021). The

research population is generation Z employees in Sukabumi, with sample criteria including men and women, generation Z employees in Sukabumi, and have worked in two or three companies. The sample size was determined using the Hair formula, which is 5 to 10 times the number of indicators (Hair et al., 2019). This study used a total of 20 indicators from four variables (Work-Life Balance, Job Insecurity, Job Satisfaction, and Burnout, each with 5 indicators), so that with a multiplier of 7, a minimum sample size of 140 respondents was obtained.

Primary data were obtained through the distribution of questionnaires that measured Work-Life Balance (X1), Job Insecurity (X2), Job Satisfaction (M), and Burnout (Y), while secondary data were obtained from relevant literature, institutional reports, and previous research. Each questionnaire item was measured using a Likert scale of 1–5, from Strongly Agree (1) to Strongly Agree (5).

Table 1.
Variable Operational Definition

Variable	Indicator
Work-Life Balance (X1) (Bottaro et al., 2025; Gragnano et al., 2020; Greenhaus et al., 2003; Prasad et al., 2024).	X1.1 Work Interference with Personal Life; X1.2 Personal Life Interference with Work; X1.3 Work Personal Life Enhancement; X1.4 Time Balance; X1.5 Role Balance
Job Insecurity (X2) (Jeziano Rizkita Boyas, 2025; Llosa et al., 2023).	X2.1 Value of Job; X2.2 Threat to Job; X2.3 Threat to Features; X2.4 Powerlessness; X2.5 Anxiety/Stres
Job Satisfaction (M) (Bezdrob & Šunje, 2021; Rezeki Sari H & Rahman Taufik, 2024).	M1 Job Characteristics; M2 Salary or Allowance; M3 Career Advancement; M4 Work Environment; M5 Surveillance
Burnout (Y) (Edú-valsania et al., 2022; Mańkowska, 2025; Putri Annisa R & Dudija Nidya, 2024).	Y1 Emotional Exhaustion; Y2 Depersonalization/Cynicism; Y3 Inefficacy; Y4 Physical Fatigue; Y5 Disengagement

The data used consists of primary data and secondary data. Primary data was obtained directly from respondents through the distribution of questionnaires containing structured statements to measure the variables Work-Life Balance (X1), Job Insecurity (X2), Job Satisfaction (mediation variable), and Burnout (Y). Secondary data is obtained from literature sources such as data from the Central Statistics Agency, previous research results, and other supporting literature. The questionnaire instrument was compiled based on the indicators of each variable: Work-Life Balance was measured through five indicators (Work Interference with Personal Life, Personal Life Interference with Work, Work Personal Life Enhancement, Time Balance, and Role Balance); Job Insecurity is measured through five indicators (Value of Job, Threat of Job, Threat of Features, Powerlessness, and Anxiety/Stress); Job Satisfaction is measured through five indicators (Job Characteristics, Salary or Benefits, Career Progress, Work Environment, and Supervision); and Burnout are measured through five indicators (Emotional Exhaustion, Depersonalization/Cynicism, Inefficacy, Physical Fatigue, and Disengagement). Each statement item is measured using a Likert scale of 1–5, ranging from a score of 1 (strongly disagree) to a score of 5 (strongly agree).

Before use, the research instrument is first tested for feasibility through validity tests and reliability tests. The validity test is carried out to ensure that the instrument actually measures the construct in question, one of which is through exploratory factor analysis, while the reliability test

is carried out to measure the internal consistency of the instrument using Cronbach's Alpha value, with a value above 0.7 considered to indicate good reliability (Amalia Nur et al., 2022; Hair et al., 2019).

Table 2. Criteria for Goodness Fit	Cut-off-value
Chi-square (X^2)	Diharapkan kecil
Significancy Probability	$\geq 0,05$
RMSEA	$\leq 0,08$
GFI	$\geq 0,90$
AGFI	$\geq 0,90$
CMIN/DF	$\leq 2,00$
TLI	$\geq 0,95$
CFI	$\geq 0,95$

Source: (Khairi Ihsan et al., 2021)

The data analysis technique in this study uses Structural Equation Modeling (SEM) with the help of the AMOS (Analysis of Moment Structures) program, which was chosen for its ability to combine factor analysis and regression analysis simultaneously to test the structural relationships between latent variables (Purwanto et al., 2023). The analysis stages include the development of a theoretical model, the preparation of a path diagram, the conversion of the flow chart into structural equations and measurement models, the selection of input matrices and estimation methods, the detection of model identification problems, the evaluation of the feasibility of the model (goodness of fit), and the interpretation and modification of the model if necessary. The feasibility of the model was evaluated using several criteria, including Chi-Square, probability of significance (≥ 0.05), RMSEA (≤ 0.08), GFI and AGFI (≥ 0.90), CMIN/DF (≤ 2.00), and TLI and CFI (≥ 0.95) (Khairi Ihsan et al., 2021). Direct influence testing was conducted to analyze the contribution of Work-Life Balance and Job Insecurity to Burnout, either directly or through Job Satisfaction, while indirect influence testing was conducted to analyze the mediating role of Job Satisfaction using bootstrapping techniques.

RESULTS AND DISCUSSION

Respondent Characteristics

The respondents to the study were 140 Generation Z employees in Sukabumi. The characteristics of the respondents are presented in Table 3.

Table 3.
Characteristics of Respondents (n = 140)

Features	Category	Quantity	Percentage
Gender	Male	71	50,7%
	Women	69	49,3%
Age	19-21 years old	20	14,3%
	22-24 years old	59	42,1%
	25-27 years old	51	36,4%
	28-29 years old	10	7,1%
Domicile	Sukabumi City	61	43,6%
	Sukabumi Regency	79	56,4%

Length of Employment (current/previous)	< 1 year	26	18,6%
	1-2 years	66	47,1%
	3-4 years	35	25,0%
	> 4 years	13	9,3%
Employment Status	Permanent Employees	71	50,7%
	Contract Employees	51	36,4%
	Freelance/Part Time	18	12,9%
Number of Companies That Have Worked	2 Companies	68	48,6%
	3 Companies	46	32,9%
	> 3 Companies	26	18,6%

The majority of respondents were male (50.7%), aged 22-24 years (42.1%), domiciled in Sukabumi Regency (56.4%), have worked for 1-2 years at current/previous companies (47.1%), permanent employees (50.7%), and have worked in two companies (48.6%).

Model Feasibility Test Results

Before hypothesis testing is carried out, the research model is first evaluated using the Goodness of Fit (GOF) criteria within the framework of SEM-AMOS. The model is declared feasible if it meets the following criteria: Chi-Square value with a significance probability of ≥ 0.05 ; RMSEA ≤ 0.08 ; GFI and AGFI ≥ 0.90 ; CMIN/DF ≤ 2.00 ; and TLI and CFI ≥ 0.95 (Khairi et al., 2021). The evaluation of the feasibility of this model is a crucial first step to ensure that the structural relationships between the latent variables Work-Life Balance, Job Insecurity, Job Satisfaction, and Burnout can be validly interpreted before the path coefficients and mediation testing are performed.

Confirmatory Factor Analysis

The results of the exogenous construct CFA (Work-Life Balance and Job Insecurity) showed a fit model for the data, with Chi-square values = 38.619 (df = 31; p = 0.163), CMIN/DF = 1.246, GFI = 0.951, AGFI = 0.914, TLI = 0.983, CFI = 0.988, and RMSEA = 0.042 (Table 4). All indicators of Work-Life Balance (loading 1.00–1.17) and Job Insecurity (loading 0.82–1.11) show high and relevant strength in measuring their respective constructs, with a covariance value between the two constructs of 0.25.

Table 4.
Exogenous CFA Model Feasibility Test Results

No	Goodness of Fit	Cut-off Value	Results	Remarks
1	Chi-square	< (df; $\alpha = 0,05$)	38,619	Fit
2	CMIN/DF	< 2,00	1,246	Fit
3	Probability	> 0,05	0,163	Fit
4	GFI	> 0,90	0,951	Fit
5	AGFI	> 0,90	0,914	Fit
6	TLI	> 0,90	0,983	Fit

No	Goodness of Fit	Cut-off Value	Results	Remarks
7	CFI	> 0,95	0,988	Fit
8	RMSEA	< 0,08	0,042	Fit

Construct Reliability Test

The reliability test was performed by calculating the Construct Reliability (CR) and Average Variance Extracted (AVE) for each variable. The test results in Table 5 show that all constructs meet the reliability criteria (CR > 0.70 and AVE > 0.50).

Table 5.

Construct Reliability Test Results				
Variable	CR	AVE	Remarks	
Work-Life Balance	0,884	0,604	Reliabel	
Job Insecurity	0,862	0,557	Reliabel	
Kepuasan Kerja	0,885	0,605	Reliabel	
Burnout	0,900	0,643	Reliabel	

Model Assumption Test

The normality test showed a multivariate value of 0.180 which was below the threshold of ± 2.58 , so that the data was declared to be normally distributed. The multicollinearity test showed a sample covariance matrix determinant value of 0.000 (>0) with a condition number of 54.140 (<1000), which indicated that there were no problems with multicollinearity or singularity. The outlier test using the Mahalanobis distance showed the highest value of 37.102, which is still below the chi-square cut-off value of 37.566 (df = 20; $p < 0.001$), so no multivariate outlier data was found.

Full Structural Model Test (Full Model SEM)

The results of the full structural model test showed a good level of conformity to the data (Table 6), with most of the indices being in the fit category, with the exception of GFI and AGFI which were in the marginal fit category. Referring to Hair et al. (2019), the fulfillment of 4–5 goodness of fit criteria is considered sufficient to assess the feasibility of the model.

Table 6.

Goodness of Fit Test Results of Full Structural Model				
No	Goodness of Fit	Cut-off Value	Results	Remarks
1	Chi-square	< (df; $\alpha = 0,05$)	185,040	Fit
2	CMIN/DF	< 2,00	1,186	Fit
3	Probability	> 0,05	0,056	Fit
4	GFI	> 0,90	0,885	Marginal Fit
5	AGFI	> 0,90	0,845	Marginal Fit
6	TLI	> 0,90	0,978	Fit
7	CFI	> 0,95	0,982	Fit
8	RMSEA	< 0,08	0,037	Fit

Hypothesis Testing Results

Hypothesis testing in this study was carried out to analyze seven paths of relationships between variables, namely the direct influence of Work-Life Balance on Burnout (H1), Job Insecurity on Burnout (H2), Work-Life Balance on Job Satisfaction (H3), Job Insecurity on Job Satisfaction (H4), Job Satisfaction on Burnout (H5), and the mediating role of Job Satisfaction on the relationship between Work-Life Balance → Burnout (H6) and Job Insecurity → Burnout (H7). The significance of each path is assessed based on the critical ratio (C.R.) value and p-value, where the path is declared significant if the C.R. value is > 1.96 or $p < 0.05$. Indirect influence testing (mediation) was carried out using bootstrapping techniques to obtain more reliable estimates in detecting the effects of mediation.

Table 7.
Hypothesis Test Results (Regression Weights)

Track	Estimate	S.E.	C.R.	P	Keterangan
Job Satisfaction ← Work-Life Balance	0,485	0,177	4,132	***	Accepted (H3)
Job Satisfaction ← Job Insecurity	0,253	0,121	2,089	0,037	Accepted (H4)
Burnout ← Job Satisfaction	0,126	0,114	1,100	0,271	Rejected (H5)
Burnout ← Work-Life Balance	0,520	0,125	4,170	***	Accepted (H1)
Burnout ← Job Insecurity	0,385	0,116	3,297	***	Accepted (H2)

Based on Table 7, Work-Life Balance and Job Insecurity were proven to have a positive and significant effect on Job Satisfaction and Burnout respectively (p value < 0.05 and C.R. > 1.97). In contrast, the effect of Job Satisfaction on Burnout was not significant ($p = 0.271$; C.R. = 1.100 < 1.97), so H5 was rejected.

Table 8.
Summary of Hypothesis Testing Results

Hipotesis	Statement	Results
H1	Work-Life Balance → Burnout	Accepted
H2	Job Insecurity → Burnout	Accepted
H3	Work-Life Balance → Job Satisfaction	Accepted
H4	Job Insecurity → Job Satisfaction	Accepted
H5	Job Satisfaction → Burnout	Rejected
H6	Job Satisfaction mediates WLB → Burnout	Rejected
H7	Job Satisfaction mediates JI → Burnout	Rejected

Direct, Indirect, and Total Effects: A Synthesis of Findings

The results of the estimation of direct, indirect, and total influences are presented in table 8.

Table 9.
Stantardized Direct, Indirect, and Total Effects

Track	Direct Influence	Indirect Influence	Total Impact
Work-Life Balance → Job Satisfaction	0,528	–	0,528
Job Insecurity → Job Satisfaction	0,252	–	0,252
Job Satisfaction → Burnout	0,109	–	0,109
Work-Life Balance → Burnout	0,494	0,058	0,552

Track	Direct Influence	Indirect Influence	Total Impact
Job Insecurity → Burnout	0,332	0,028	0,359

The comparison of standardized direct, indirect, and total effects emphasizes the pattern of relationships described above. Work-Life Balance had the strongest direct influence on both Burnout (0.494) and Job Satisfaction (0.528), followed by Job Insecurity which also had a significant direct effect on Burnout (0.332) and Job Satisfaction (0.252). In contrast, Job Satisfaction had only a weak and insignificant direct effect on Burnout (0.109). In the indirect pathway, the contribution of Job Satisfaction as a mediator between Work-Life Balance and Job Insecurity to Burnout was proven to be very small (0.058 and 0.028 respectively), so that the total influence of Work-Life Balance on Burnout (0.552) and Job Insecurity on Burnout (0.359) was mostly formed by the direct route, not by the mediation route. This series of findings consistently shows that Work-Life Balance is the most dominant factor in explaining Generation Z employee burnout in Sukabumi, followed by Job Insecurity, while Job Satisfaction plays a role more as an influenced variable than as a bridge mechanism to Burnout.

Overall, the claims made in this discussion are supported by model test data and are reasonable when viewed from the characteristics of Generation Z in the early phase of their careers, who tend to face direct and intensive structural pressures. The finding that Work-Life Balance and Job Insecurity have a direct and dominant effect on burnout, while Job Satisfaction has not been shown to be a significant mediator, reinforces the view of the Job Demands-Resources (JD-R) theory that job demands in the form of role imbalance and job uncertainty can work relatively independently of psychological resources such as job satisfaction in predicting emotional fatigue (Demerouti, 2024; Edú-valsania et al., 2022). Thus, the results of this study partly support previous theories about the antecedents of burnout, but at the same time show that the role of job satisfaction as a mediator needs to be considered more contextually, rather than assumed to be universal, especially in the early stages of their careers (Basuni & Sopiah, 2023; De Angelis et al., 2021; Michael & Ie, 2022).

Discussion

The Effect of Work-Life Balance on Job Satisfaction. The results of the analysis showed that Work-Life Balance had a positive and significant effect on Job Satisfaction (estimate = 0.485; $p < 0.001$). The better the work-life balance that Generation Z employees feel, the higher their job satisfaction will be. These findings are in line with Susanto et al., (2022) who found that Work-Life Balance contributes significantly to job satisfaction through supportive supervisor support, as well as being relevant to the characteristics of Generation Z who place role balance as a key value at work (Maulana Yusup et al., 2025; Prasad et al., 2024).

The Effect of Job Insecurity on Job Satisfaction. Job Insecurity showed a positive and significant effect on Job Satisfaction (estimate = 0.253; $p = 0.037$), although it was weaker than Work-Life Balance. These findings can be explained through adaptive psychological mechanisms, where employees who feel job uncertainty in the early phase of their careers tend to increase work effort and involvement as a form of response to perceived threats, so that in the short term it can positively affect the evaluation of job satisfaction (De Angelis et al., 2021; Wang et al., 2024).

The Effect of Work-Life Balance on Burnout. Work-Life Balance had a positive and significant effect on burnout (estimate = 0.520; $p < 0.001$), which was the strongest direct

relationship in the model. Because this construct is measured based on the level of conflict or role imbalance, the higher the conflict felt by employees, the higher the risk of burnout experienced. These findings are consistent with Basuni and Sopiah (2023) and Gaspae et al., (2025) who affirm that work role imbalances worsen employee emotional fatigue conditions, especially in young workers who are in the early stages of career adaptation.

Pengaruh Job Insecurity terhadap Burnout. Job Insecurity berpengaruh positif dan signifikan terhadap Burnout (estimate = 0,385; $p < 0,001$). Temuan ini memperkuat penjelasan De Angelis et al. (2021) bahwa Job Insecurity berperan sebagai stresor yang menguras sumber daya psikologis individu melalui kecemasan berkepanjangan dan ketidakpastian karier, yang secara bertahap menggerus kapasitas emosional karyawan. Gusti et al., (2025) juga menegaskan bahwa persepsi ketidakamanan kerja yang berkelanjutan memicu kondisi psikologis yang rentan terhadap Burnout, terutama pada karyawan yang belum memiliki mekanisme coping yang matang seperti Generasi Z pada fase awal karier.

The Effect of Job Satisfaction on Burnout: Not Significant. In contrast to the hypothesis proposed, the direct effect of Job Satisfaction on Burnout was positive but not statistically significant (estimate = 0.126; $p = 0.271$; C.R. = 1.100 < 1.97). This indicates that in Generation Z employees in Sukabumi, job satisfaction does not directly and independently suppress the condition of burnout. These findings are in line with Aljawarneh et al., (Aljawarneh et al., 2025) and Daud et al., (2023), who found that the effect of job satisfaction on burnout is not always direct, but rather depends on organizational conditions and specific job characteristics. It can also be caused by the dominance of structural stresses, such as role imbalances and job insecurity, which directly affect the emotional exhaustion of Generation Z employees regardless of their job satisfaction levels.

Job Satisfaction Mediates the Effect of Work-Life Balance on Burnout: Insignificant. Based on the results of the estimated indirect influence, Work-Life Balance has an indirect influence on Burnout through Job Satisfaction with a coefficient of 0.058. Although this direction of influence is positive, its value is very small and does not reflect a strong mediating role, so H6 is not empirically supported. This condition shows that Job Satisfaction has not been able to play a significant mediating variable in explaining the relationship between Work-Life Balance and Burnout in Generation Z employees in Sukabumi. These findings are in line with Ernes et al., (2023) and Michael et al., (2022) who found that the mediating role of job satisfaction between Work-Life Balance and Burnout is not always proven, especially when the direct influence of exogenous variables on Burnout is already very dominant. This means that the role imbalance experienced by Generation Z employees in Sukabumi tends to have a direct impact on emotional fatigue without having to be mediated by job satisfaction first.

Job Satisfaction Mediates the Effect of Job Insecurity on Burnout: Insignificant. Job Insecurity has an indirect effect on Burnout through Job Satisfaction with a coefficient of 0.028. Similar to previous mediation, this value is very small and indicates that Job Satisfaction does not play a meaningful mediating role in the Job Insecurity pathway to Burnout, so H7 is also not empirically supported. This result can be explained through a more complex psychological mechanism, where the pressure posed by Job Insecurity is direct and intense so that it does not require a mediation path through job satisfaction to affect the Burnout condition. Wang et al., (2024) assert that the relationship between job satisfaction and Burnout is highly contextual and depends on the characteristics of the population studied. In the context of Generation Z who are

in the early phase of career adaptation, job insecurity can produce psychological pressure so strong that it affects burnout directly without the need for a satisfaction mediator (Gusti et al., 2025).

CONCLUSION

This study shows that Work-Life Balance and Job Insecurity play an important role in shaping Job Satisfaction and Burnout in Generation Z employees, where Work-Life Balance and Job Insecurity are proven to affect Burnout directly without being mediated by Job Satisfaction, with Work-Life Balance being the most dominant factor in determining the level of Burnout compared to the other two variables. These findings enrich the theoretical study of the role of mediation variables in organizational behavior, while providing practical implications for companies to prioritize workload management, work flexibility, and career status certainty to reduce the risk of burnout, considering that increasing Job Satisfaction alone is not enough to overcome it; This research can also be an academic reference for follow-up studies that integrate other variables such as organizational support, work stress, or work resilience. However, this study has limitations in the form of a cross-sectional design that has not captured longitudinal cause-and-effect relationships, the use of self-report questionnaires that have the potential to cause bias, limited sample coverage to Generation Z employees in the Sukabumi area so that generalizations need to be cautious, and models that involve only one mediation variable so that they have not captured the possible role of other mediators or moderators.

ADVICE

Based on the findings of this study, it is recommended for future researchers to use longitudinal design or mixed methods approaches to capture the dynamics of the relationship between variables in more depth, add other variables such as employee engagement, work resilience, or organizational support as mediators and moderators to enrich the research model, and expand the research population in other regions or industry sectors to increase external validity and generalization of findings; Meanwhile, for the company's management, it is recommended to design flexible work policies and manage workload proportionately to reduce Work-Life Balance conflicts in Generation Z employees, build transparent organizational communication regarding employment status, career path, and the sustainability of employment contracts to reduce the perception of job insecurity, and conduct periodic evaluation of the level of burnout without relying solely on job satisfaction indicators. considering that job satisfaction is proven to be insufficient to prevent burnout directly.

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