

**THE INFLUENCE OF JOB BURNOUT AND INTERNAL  
COMMUNICATION ON QUIET QUITTING THROUGH JOB  
SATISFACTION (A STUDY ON GEN Z EMPLOYEES IN STARTUP  
COMPANIES IN SOUTH JAKARTA)**

**By Gitadinda Idnayra**

**ABSTRACT**

*This study aims to analyze the influence of job burnout and internal communication on quiet quitting among Gen Z employees in startup companies located in South Jakarta, with job satisfaction serving as a mediating variable. The growing prevalence of quiet quitting among Gen Z highlights the need to understand how work pressure and communication dynamics within startup environments shape employee engagement. The study involved 200 respondents as the sample and employed a quantitative approach using PLS-SEM analysis processed through SmartPLS 3. The findings indicate that job burnout has a significant effect on quiet quitting, whereas internal communication does not show a direct effect. Furthermore, job satisfaction was not found to mediate the relationship between job burnout and quiet quitting. Conversely, job satisfaction mediates the effect of internal communication on quiet quitting. In addition, job satisfaction itself significantly influences quiet quitting. Overall, the results suggest that quiet quitting among Gen Z employees is directly influenced by the level of burnout they experience, while internal communication contributes indirectly through improvements in job satisfaction.*

**Keywords:** *Quiet Quitting, Job Burnout, Internal Communication, Job Satisfaction, Startup*

**PENGARUH *JOB BURNOUT* DAN KOMUNIKASI INTERNAL  
TERHADAP *QUIET QUITTING* MELALUI KEPUASAN KERJA (STUDI  
PADA KARYAWAN GEN Z DI STARTUP WILAYAH JAKARTA  
SELATAN)**

**Oleh Gitadinda Idnayra**

**ABSTRAK**

Penelitian ini bertujuan untuk menganalisis pengaruh *job burnout* dan komunikasi internal terhadap *quiet quitting* pada karyawan Gen Z di perusahaan startup wilayah Jakarta Selatan, dengan kepuasan kerja sebagai variabel mediasi. Fenomena *quiet quitting* yang semakin banyak muncul di kalangan Gen Z mendorong perlunya pemahaman mengenai bagaimana tekanan kerja dan dinamika komunikasi di lingkungan startup memengaruhi keterlibatan karyawan. Penelitian ini melibatkan 200 responden sebagai sampel dan menggunakan pendekatan kuantitatif dengan teknik analisis PLS-SEM dan diolah menggunakan SmartPLS 3. Hasil penelitian menunjukkan bahwa *job burnout* berpengaruh terhadap *quiet quitting*, sedangkan komunikasi internal tidak berpengaruh terhadap *quiet quitting*. Selanjutnya, kepuasan kerja tidak terbukti memediasi hubungan antara *job burnout* dan *quiet quitting*. Sebaliknya, kepuasan kerja memediasi pengaruh komunikasi internal terhadap *quiet quitting*. Selain itu, kepuasan kerja terbukti berpengaruh terhadap *quiet quitting*. Secara keseluruhan, temuan ini menunjukkan bahwa *quiet quitting* pada karyawan Gen Z dipengaruhi langsung oleh tingkat *burnout* yang mereka alami, sementara komunikasi internal berperan secara tidak langsung melalui peningkatan kepuasan kerja.

**Kata kunci:** *Quiet Quitting*, *Job Burnout*, Komunikasi Internal, Kepuasan Kerja, Startup