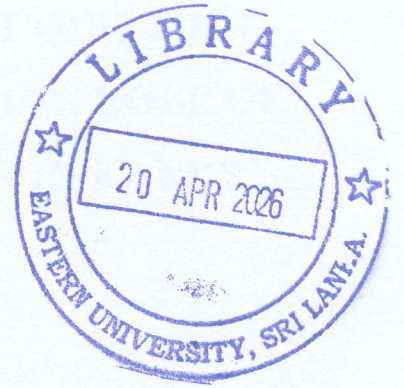


**THE IMPACT OF JOB BURNOUT ON QUIET QUITTING  
AMONG GEN Z EMPLOYEES: THE MEDIATING ROLE OF  
JOB SATISFACTION IN BANKING SECTOR IN KANDY  
DISTRICT**

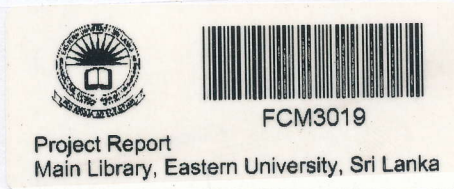


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## ABSTRACT

This study investigated the nexus of Job Burnout (JB), Quiet Quitting (QQ), and the mediating influence of Job Satisfaction (JS) among Generation Z employees in the banking sector in Kandy District. The aim of this study was to analyze the existing levels of Job Burnout, Job Satisfaction, and Quiet Quitting, as well as to examine the nature of the relationships between Job Burnout, Job Satisfaction, and Quiet Quitting. Furthermore, it aimed to identify the mediating role of Job Satisfaction in the relationship between Job Burnout and Quiet Quitting among Gen Z employees. The study concentrated on three dimensions of Job Burnout: Personal Burnout, Work-Related Burnout, and Client-Related Burnout. Quiet Quitting was considered in terms of employee disengagement, reduced motivation, and refusal to exceed basic job responsibilities.

A structured questionnaire was used for data collection. A sample of 253 Generation Z employees was selected randomly from a total population of 667 employees across various commercial banks in Kandy District. A quantitative research approach was adopted for the study. The data were analyzed using descriptive statistics, correlation, regression, and mediation analysis through SPSS (version 26).

The results indicated that the level of Job Burnout was moderate, while Quiet Quitting levels were also moderate. In contrast, Job Satisfaction was found to be at a relatively high level. The findings revealed a significant positive relationship between Job Burnout and Quiet Quitting, a significant negative relationship between Job Burnout and Job Satisfaction, and a significant negative relationship between Job Satisfaction and Quiet Quitting. However, mediation analysis showed that job satisfaction does not significantly mediate the relationship between job burnout and quiet quitting, it has a very small effect and suggesting that burnout has a direct and strong impact on disengagement behaviors.

As a result of this study, banking sector managers are encouraged to focus on reducing Job Burnout and enhancing Job Satisfaction, especially among Gen Z employees, to minimize Quiet Quitting behavior and improve employee engagement and organizational performance.

**Keywords:** *Job Burnout, Quiet Quitting, Job Satisfaction, Generation Z, Banking Sector*

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