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Quiet Quitting through Psychological Well-Being: Mindfulness Compensation and Work-Life Boundary in Retail

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Abstrak

Penelitian ini mengkaji peran mindfulness-based compensation dan work-life boundary dalam mengurangi quiet quitting melalui psychological well-being pada karyawan ritel di Padang, Indonesia. Sebanyak 109 responden dari bisnis ritel kecil dan besar berpartisipasi menggunakan teknik stratified random sampling. Data dikumpulkan melalui kuesioner dan dianalisis dengan Partial Least Squares Structural Equation Modeling (PLS-SEM). Hasil menunjukkan bahwa mindfulness-based compensation dan work-life boundary berpengaruh signifikan terhadap psychological well-being dan quiet quitting. Namun, psychological well-being tidak berpengaruh signifikan terhadap quiet quitting dan tidak memediasi hubungan antara mindfulness-based compensation maupun work-life boundary dengan quiet quitting. Temuan ini menunjukkan bahwa strategi organisasi yang berfokus pada kompensasi berbasis mindfulness dan batas kehidupan kerja dapat meningkatkan kesejahteraan psikologis, namun belum tentu secara langsung mengurangi quiet quitting. Implikasi praktisnya, organisasi ritel sebaiknya mengintegrasikan pendekatan mindfulness dalam kebijakan kompensasi dan mendukung manajemen work-life boundary untuk meningkatkan keterlibatan kerja. Studi ini menyoroti pentingnya mencari faktor lain yang mungkin lebih berpengaruh langsung terhadap quiet quitting, seperti kepuasan kerja dan budaya organisasi. Penelitian lanjutan disarankan untuk menguji variabel lain sebagai mediator potensial guna membangun strategi pengelolaan SDM yang lebih efektif dalam konteks industri ritel di Indonesia.
Kata Kunci: Kompensasi berbasis kesadaran, batas antara pekerjaan dan kehidupan pribadi, kesejahteraan psikologis, pengunduran diri diam-diam.

Abstract

This study explores the role of mindfulness-based compensation and work-life boundary management in reducing quiet quitting through psychological well-being among retail employees in Padang, Indonesia. A total of 109 respondents from small and large retail businesses participated using a stratified random sampling technique. Data were gathered through a structured questionnaire and analyzed with Partial Least Squares Structural Equation Modeling (PLS-SEM). Findings reveal that both mindfulness-based compensation and work-life boundary significantly affect psychological well-being and reduce quiet quitting. However, psychological well-being does not significantly influence quiet quitting and does not mediate the relationship between the two independent variables and quiet quitting. These results suggest that while organizational efforts may improve psychological well-being, they do not necessarily reduce employee disengagement. Retail companies should incorporate mindfulness elements into compensation policies and establish clear work-life boundaries to support employee engagement. Additionally, the findings point to the need for further research on other influential factors, such as job satisfaction and organizational culture, which may directly impact quiet quitting. Future studies are encouraged to examine alternative mediators to better understand disengagement and to develop more effective human resource strategies for the retail sector.
Keywords: Mindfulness-Based Compensation, Work-Life Boundary, Psychological Well-Being, Quiet Quitting.

INTRODUCTION

The retail industry in Indonesia has long served as a cornerstone of the national economy, contributing significantly to the country's Gross Domestic Product (GDP). Despite its economic importance, the industry faces escalating concerns regarding workforce well-being and organizational sustainability. One pressing issue that has emerged in recent years is quiet quitting a phenomenon in which employees remain physically present in their jobs but are emotionally and psychologically disengaged (Pevec, 2023). Unlike formal resignation, quiet quitting is subtler, reflecting deep-seated dissatisfaction, declining motivation, and detachment from organizational goals. According to Gallup, 2023, nearly 60% of retail workers in Indonesia reported low engagement levels, presenting a serious challenge to organizational productivity, employee retention, and long-term competitiveness (Adriyanto, 2024).

This condition becomes particularly critical in environments characterized by high employee turnover and declining work performance. The retail sector, with its long hours, repetitive tasks, and constant customer interactions, is especially vulnerable to burnout and emotional fatigue(Kalinienė, 2021; Vignoli, 2022). JobStreet Indonesia, 2024 reported that 40% of retail employees expressed dissatisfaction with their working conditions, citing poor work-life balance and lack of recognition as the main stressors. Such disengagement not only affects individual morale but also disrupts team dynamics and contributes to rising operational costs. One key driver of quiet quitting in this context is the breakdown of work-life boundaries. Employees in retail often face rigid, irregular schedules that limit their ability to recover outside of work. A report by McKinsey & Company, 2023 indicated that 55% of Indonesian retail workers struggled to maintain a balance between work and personal life, leading to heightened stress, emotional exhaustion, and impaired psychological detachment.

Another contributing factor is the inadequacy of conventional compensation systems, which tend to focus primarily on financial rewards while neglecting intrinsic psychological needs. In this regard, mindfulness-based compensation which integrates emotional validation, psychological safety, and recognition of personal growth offers a promising alternative, yet remains underutilized in Indonesia's retail context (Macdonald, 2023; Sathiyaseelan, 2024). While Zainal (2025) have shown that mindfulness-based practices can reduce anxiety and improve job satisfaction, the integration of such elements into reward structures is still rare in labor-intensive sectors.

This shift in employee expectations is also aligned with broader global trends. Today's workforce increasingly values not just financial remuneration, but also autonomy, mental health, and meaningful work. A study by Khemraj (2023) showed that organizations embedding mindfulness into their employee engagement strategies achieved better retention and lower absenteeism. Nevertheless, the Indonesian retail sector has yet to fully embrace these insights in its human resource management practices.

Parallel to this, the notion of work-life boundary management has received growing attention in organizational behavior literature. Grounded in boundary theory, scholars argue that clear segmentation between work and non-work roles is essential for psychological well-being (Čingienė, Jūratė, 2025). Tsen & Khie Mung (2024) emphasized that flexible policies support lower turnover and greater employee satisfaction. However, in Indonesia's retail sector, few organizations provide structured support for boundary control, which perpetuates chronic stress and weakens organizational loyalty. JobStreet, 2024 noted that over 30% of employees were dissatisfied with existing work-life integration support, underscoring the need for systemic changes in policy and practice (Fan, 2021).

In this context, mindfulness-based compensation and work-life boundary management emerge as two key organizational resources with the potential to promote psychological well-being a construct that encompasses autonomy, environmental mastery, self-acceptance, purpose in life, personal growth, and positive relationships. When psychological well-being is enhanced, employees are more resilient, engaged, and less likely to exhibit quiet quitting behaviors. Studies such as Christin (2022) and Alessio (2023) have linked mindfulness and boundary practices to improved engagement and job satisfaction. However, existing research has rarely examined how these mechanisms function together in mitigating quiet quitting, especially in high-turnover environments like retail.

This study seeks to address these gaps by empirically investigating the interplay between mindfulness-based compensation and work-life boundary management in reducing quiet quitting through the mediating role of psychological well-being. Most existing literature tends to treat these

variables in isolation or within Western contexts, without considering cultural and sectoral particularities relevant to Southeast Asia, particularly Indonesia. By situating this research in Indonesia's fast-paced retail industry, the study offers a more contextualized and actionable framework for enhancing employee engagement.

Furthermore, despite the increasing attention given to quiet quitting in academic and media discourse, empirical studies in developing economies remain limited. Prior studies, such as Patel (2020), have identified psychological withdrawal as a central theme of quiet quitting but did not incorporate industry-specific or cultural dimensions. Similarly, while (Nourafkan, 2024) have shown links between well-being and positive organizational behavior, there is still a lack of empirical validation for the mediating role of psychological well-being in the relationship between organizational practices and disengagement. This study aims to fill these theoretical and practical gaps by applying a robust analytical approach Partial Least Squares Structural Equation Modeling (PLS-SEM) to offer new insights into how organizations can effectively counteract quiet quitting through sustainable HR strategies.

LITERATURE REVIEW
Grand Theory: Job Demands-Resources (JD-R) Model

This study adopts the Job Demands-Resources (JD-R) model Kwon & Kim (2020) as its theoretical foundation. The JD-R model posits that employee outcomes are shaped by the interplay between job demands (e.g., workload, emotional exhaustion) and job resources (e.g., recognition, autonomy, support). When job resources are available and utilized effectively, they can buffer the impact of job demands and foster psychological well-being and motivation. In the context of this study, mindfulness-based compensation and work-life boundary are treated as job resources, while quiet quitting represents a behavioral consequence of resource depletion or imbalance. The model supports an examination of how organizational interventions influence psychological well-being and subsequent work engagement or disengagement.

Quiet Quitting

Quiet quitting refers to a form of employee disengagement in which individuals do the bare minimum required, without voluntarily exerting extra effort or commitment (Pevec, 2023). Unlike formal resignation, quiet quitting is a psychological and emotional detachment from work. Research indicates that this phenomenon often arises from burnout, lack of recognition, and poor work-life integration (Gribben & Semple, 2021). It poses serious risks for organizations in terms of reduced productivity, increased turnover intention, and deteriorating morale. Understanding the predictors of quiet quitting is crucial for developing effective human resource strategies.

Mindfulness-Based Compensation

Mindfulness-based compensation refers to compensation strategies that incorporate psychological and emotional well-being elements alongside financial rewards. This includes wellness programs, mental health support, personal development opportunities, and recognition practices (Elufioye, 2024; Vignoli, 2022). These practices aim to foster employee resilience, reduce stress, and improve job satisfaction. In the JD-R framework, this construct serves as a job resource that potentially enhances psychological well-being and reduces disengagement behaviors such as quiet quitting.

Work-Life Boundary

Work-life boundary management is the process of establishing and maintaining clear distinctions between work and personal life domains. Effective boundary control reduces role conflict, emotional exhaustion, and stress (Parayitam & Naina, 2023). It includes structural policies (e.g., flexible working hours) and psychological strategies (e.g., mental detachment from work during off-hours). In service-based sectors like retail, where work schedules are often irregular, strong work-life boundaries are crucial for maintaining psychological well-being and preventing burnout and disengagement.

Psycological Well Being

Psychological well-being is a multidimensional construct encompassing autonomy, personal growth, purpose in life, self-acceptance, environmental mastery, and positive relationships. In workplace contexts, it reflects an individual's capacity to manage job stressors and sustain emotional balance. Research shows that high levels of psychological well-being are associated with increased engagement, reduced turnover intentions, and better performance (Nourafkan, 2024). As a potential mediator, this study investigates whether psychological well-being transmits the effects of mindfulness-based compensation and work-life boundary on quiet quitting.

HYPOTHESIS DEVELOPMENT

Building upon the insights from the introduction, existing literature, and the conceptual framework presented, the following hypotheses are developed.

Mindfulness-Based Compensation On Psychological Well Being

Mindfulness-based compensation refers to organizational practices that integrate elements of mindfulness such as emotional support, recognition, and opportunities for self-growth into employee reward systems. These practices are designed not only to address financial needs but also to nurture psychological health (Black, 2024; Wiedermann, 2023). The JD-R model suggests that such job resources can foster psychological resilience, autonomy, and environmental mastery components central to psychological well-being. When employees perceive that their organization genuinely supports their mental health, they are more likely to report higher levels of psychological well-being
H1: Mindfulness-based compensation has a positive and significant effect on psychological well-being.

Work-Life Boundary On Psychological Well Being

Work-life boundary management involves the capacity to effectively separate and balance the demands of work and personal life. In high-demand sectors such as retail, poor boundary management can lead to emotional exhaustion and role conflict (Kamboj, 2025; Valdehita, 2024). Conversely, when organizations provide flexible scheduling and promote psychological detachment from work during non-working hours, employees experience greater recovery, reduced stress, and improved well-being. This aligns with the JD-R model, which views boundary control as a personal and contextual resource enhancing well-being.
H2: Work-life boundary has a positive and significant effect on psychological well-being.

Mindfulness-Based Compensation On Quiet Quitting

Quiet quitting refers to the phenomenon where employees do only what is required in their job roles, without engaging in extra-role or discretionary efforts (Hamouche & Papastathopoulos, 2023; Pevec, 2023). When employees perceive their compensation as fair, supportive, and aligned with their emotional and mental well-being, they are more likely to remain committed and motivated. Mindfulness-based compensation can reduce emotional fatigue and promote a sense of inclusion and organizational care, which discourages disengagement behaviors.
H3: Mindfulness-based compensation has a negative and significant effect on quiet quitting

Work-Life Boundary On Quiet Quitting

Employees who successfully manage work-life boundaries tend to experience less stress and greater job satisfaction, which makes them less likely to mentally or emotionally withdraw from their work roles. Clear boundaries reduce the cognitive overload and emotional fatigue that often precede disengagement (Csilla, 2024; Mandira Gerrels, 2024). When work does not encroach on personal life, employees are more willing to engage fully during working hours.
H4: Work-life boundary has a negative and significant effect on quiet quitting.

Psychological Well-Being On Quiet Quitting

Psychological well-being, which includes factors such as autonomy, self-acceptance, and life purpose, is a key determinant of how employees perceive and respond to their work environment (Adriyanto, 2024; Anasi, 2023). High levels of psychological well-being are typically associated with

proactive behaviors, greater job involvement, and intrinsic motivation (Jobbehdar et al., 2023). Employees with strong well-being are more likely to find meaning in their work, making them less inclined to engage in quiet quitting.

H5: Psychological well-being has a negative and significant effect on quiet quitting

Mindfulness-Based Compensation on Quiet Quitting Mediated by Psychological Well-Being

Although mindfulness-based compensation may directly influence quiet quitting, the mechanism may also work indirectly through enhanced psychological well-being. According to the JD-R model, job resources not only improve outcomes directly but also work by fostering psychological states that enhance motivation and reduce withdrawal (Aggarwal, 2020). Mindfulness-based compensation may improve employee well-being, which subsequently reduces the likelihood of disengagement.

H6: Psychological well-being mediates the relationship between mindfulness-based compensation and quiet quitting.

Work-Life Boundary on Quiet Quitting Mediated by Psychological Well-Being

Work-life boundary management improves psychological well-being by reducing stress and preventing burnout. In turn, employees with higher well-being are less likely to engage in quiet quitting (Rocha, 2023). This hypothesis examines whether the influence of work-life boundary on quiet quitting is transmitted through improved psychological well-being, consistent with JD-R and boundary theories.

H7: Psychological well-being mediates the relationship between work-life boundary and quiet quitting.
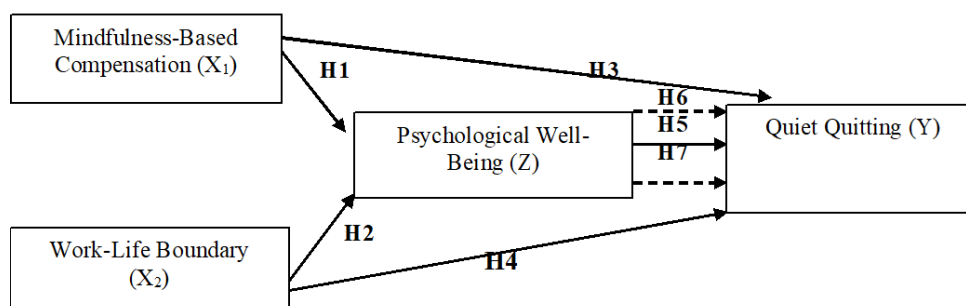

Figure 1: Framework
Source : Primary Data (2025)

The objectives of this study are threefold: (1) To assess the direct effects of Mindfulness-Based Compensation and Work-Life Boundary Management on quiet quitting; (2) To evaluate the mediating role of psychological well-being; and (3) To develop a conceptual model that integrates these constructs in the context of the Indonesian retail sector. These objectives align with the broader aim of enhancing quiet quitting and well-being through innovative HR practices. In sum, the present study contributes to the growing literature on organizational well-being, quiet quitting, and strategic HRM by offering an integrated, context-specific approach to addressing quiet quitting in Indonesia's retail sector. By focusing on mindfulness and boundary management, the study aligns with contemporary movements toward holistic, employee-centered workplace practices.

The novelty of this study lies in its integrative approach to examining the impact of mindfulness-based compensation and work-life boundary management on quiet quitting, a phenomenon that has received limited empirical attention in Southeast Asian retail contexts. By introducing psychological well-being as a mediating variable and employing Partial Least Squares Structural Equation Modeling (PLS-SEM), the study offers a methodological and theoretical advancement. Unlike prior studies that often examine these constructs in isolation or Western contexts, this research provides a localized framework tailored to the unique organizational and cultural dynamics of the Indonesian retail sector.

METHOD

This study employs a quantitative research approach within a positivist paradigm, aiming to empirically examine the relationships between mindfulness-based compensation, work-life boundary management, psychological well-being, and quiet quitting among employees in Indonesia's retail sector.

The research was conducted in Padang City, West Sumatra, Indonesia, involving participants from both small-scale and large-scale retail businesses, including minimarkets, convenience stores, department stores, and modern supermarkets. Padang was selected as the research site due to its strategic role as the commercial and economic center of West Sumatra, where the retail industry has rapidly expanded over the past decade. The city hosts a diverse mix of traditional and modern retail formats, making it an ideal setting to capture variations in employee experience and organizational practices. Moreover, Padang's workforce is characterized by a strong presence of young and mobile retail employees, who are particularly vulnerable to burnout and disengagement, thereby providing a relevant context to explore the quiet quitting phenomenon. The selection of this site also fills a regional research gap, as most existing studies on employee well-being and engagement in Indonesia have focused on Java-centric urban areas.

Given the unknown total population of retail employees in Padang, this study employed a stratified random sampling technique to ensure geographic representation across city subdistricts. A total of 119 respondents were selected, fulfilling the requirements for PLS-SEM analysis. According to (Hair et al., 2021), the "10-times rule" recommends a minimum sample size equal to ten times the number of structural paths pointing to the most complex endogenous construct in this case, Quiet Quitting, which receives three direct paths, requiring at least 30 observations. Moreover, (Jr et al., 2019) also suggest that a sample size of 100–200 is ideal for models of moderate complexity. Thus, the sample of 119 respondents is not only statistically sufficient but also falls within the optimal range for robust model estimation. Data were collected through a structured five-point Likert questionnaire, adapted from validated sources and administered both online and offline.

Table 1. Research Questionnaire

Variable	Indicator	Questionnaire Items	Source of Adaptation
Mindfulness-Based Compensation	Emotional Support	I feel emotionally supported by my supervisor. The organization pays attention to my mental health I feel comfortable discussing work-related stress with my manager. My supervisor recognizes my hard work directly.	(Elufioye, 2024; Vignoli, 2022)
	Recognition & Appreciation		
Work-Life Boundary	Personal Development	I feel personally valued by the organization The organization provides opportunities for personal development training. I am encouraged to realize my full potential	(Parayitam & Naina, 2023)
	Role Segmentation	I can clearly distinguish between work time and personal time I rarely think about work when I'm at home. I can enjoy my personal time without being disturbed by work	
	Schedule Flexibility	I am given flexibility in arranging my work hours. I can adjust work schedules according to family needs. My job allows me to manage unexpected personal situations without penalty. I have control over my work schedule	
	Organizational Support	My supervisor supports my work-life balance.	

		Company policies allow sufficient rest time	
Psychological Well-Being	Autonomy	The organization respects the boundary between work and personal life	(Anasi, 2023; Nourafkan, 2024)
		I can make important decisions in my work.	
		I feel free to express myself at work.	
	Purpose in Life	I feel that my job is meaningful	
		I clearly know the direction and goals of my life.	
	Personal Growth	I am constantly learning new things from my work.	
		I feel I am growing as a person through my job.	
Quiet Quitting	Minimal Engagement	I only do tasks that are included in my job description	(Gribben & Semple, 2021; Pevec, 2023)
		I rarely take initiative beyond my job duties.	
	Psychological Disengagement	I feel emotionally disconnected from my job.	
		I do not feel involved in the organization's goals.	
		I have no desire to contribute beyond what is required.	
	Low Commitment	I do not feel emotionally attached to this workplace.	
		I do not care about my team's work outcomes.	

Source : Questionnaire Data (2025)

The data were analyzed using SmartPLS 4.0, a software tool appropriate for complex modeling, especially when testing mediation effects and analyzing latent variables (Wang, 2023). The measurement model was assessed for reliability and validity using standard criteria, including indicator loadings, Average Variance Extracted (AVE), composite reliability, and Cronbach's alpha (Othman, 2024). Once the measurement model met acceptable thresholds, the structural model was evaluated by examining the coefficient of determination (R^2) and the significance of direct and indirect effects using bootstrapping procedures with 5,000 subsamples.

RESULT AND DISCUSSION
Result
As shown in Table 1, the total number of respondents was 109, and all 109 questionnaires were successfully processed. Therefore, the final sample size for this study was 109 respondents:

Tabel 2. Total Respondent Data

Description	Total Respondent
Questionnaires distributed	119
Questionnaires not suitable for processing	0
Processed questionnaire	119
Total Questionnaire	**119**

Source : Primary Data (2025)

Outer Model
Convergent Validity
Hair et al (2021) explain that convergent validity evaluates whether several indicators of a construct are correlated and reflect the same concept. It is confirmed when the factor loadings exceed 0.70, signifying a strong representation of the construct. The results of convergent validity are shown in table 2 below:

Tabel 3. Convergent Validity Result

Variabel	Item	Outer Loading
Mindfulness-Based Compensation (X1)	MBC1	0.732
	MBC2	0.778
	MBC3	0.753
	MBC4	0.718
	MBC5	0.765
	MBC6	0.790
	MBC7	0.736
Work-Life Boundary (X2)	WLB1	0.794
	WLB2	0.800
	WLB3	0.777
	WLB4	0.840
	WLB5	0.821
	WLB6	0.811
	WLB7	0.781
	WLB8	0.811
	WLB9	0.748
	WLB10	0.795
Quiet Quitting(Y)	QQG1	0.806
	QQG2	0.813
	QQG3	0.717
	QQG4	0.789
	QQG5	0.846
	QQG6	0.734
	QQG7	0.712
Psychological Well-Being (Z)	PWB1	0.747
	PWB2	0.719
	PWB3	0.757
	PWB4	0.727
	PWB5	0.718
	PWB6	0.728

Source : Primary Data (2025)

Based on Table 3 above, most indicators for the research variables have outer loading values exceeding 0.60, indicating good validity. Therefore, the statements are considered valid and appropriate for further analysis.

Discriminant Validity

Discriminant validity evaluates whether a construct is distinct from others by ensuring its indicators are not highly correlated with those of other constructs. In this research, it is assessed using the Fornell-Larcker criterion, which requires the square root of the Average Variance Extracted (AVE) for each construct to exceed its correlations with other constructs. The results, including the AVE values, are presented in table 4 below :

Tabel 4. Descriminant Validity Result

Variable	Mindfulness-Based Compensation (X1)	Psychological Well-Being (Z)	Work-Life Boundary (X2)	Quiet Quitting(Y)
Mindfulness-Based Compensation (X1)	0.730			
Psychological Well-Being (Z)	0.836	0.711		
Work-Life Boundary (X2)	0.579	0.59	0.798	
Quiet Quitting(Y)	0.807	0.76	0.601	0.746

Source : Primary Data (2025)

Based on the table, the loading values of each indicator for its respective construct are higher than the cross-loading values with other constructs, demonstrating good discriminant validity. This confirms that the indicators within each construct are more strongly related to their own construct than to those in other constructs, ensuring that each construct measures a distinct concept.

Average Variance Extracted (AVE)

The Average Variance Extracted (AVE) measures the variance a construct captures from its indicators. An AVE value above 0.50 indicates good convergent validity, showing that the construct explains at least 50% of the variance in its indicators. The AVE results for each construct are presented in Table 5 below.

Tabel 5. The Average Variance Extracted (AVE) Result

	Average Variance Extracted (AVE)
Mindfulness-Based Compensation (X1)	0.533
Psychological Well-Being (Z)	0.505
Work-Life Boundary (X2)	0.637
Quiet Quitting(Y)	0.556

Source : Primary Data (2025)

Based on the table above, all constructs show good convergent validity, with AVE values exceeding 0.50, confirming that each variable adequately captures the variance in its indicators.

Reliability Test

Cronbach's Alpha measures the internal consistency of indicators within a construct. A value of 0.70 or higher indicates good reliability. The results, including Cronbach's Alpha for each construct, are shown in Table 6 below :

Tabel 6. Reliability Test Result

	Cronbach's Alpha	rho_A	Composite Reliability
Mindfulness-Based Compensation (X1)	0.902	0.905	0.919
Psychological Well-Being (Z)	0.891	0.893	0.911
Work-Life Boundary (X2)	0.937	0.940	0.946
Quiet Quitting(Y)	0.910	0.916	0.926

Source : Primary Data (2025)

Based on the table above, all constructs have Cronbach's alpha values above 0.70, indicating good reliability. The composite reliability values, ranging from 0.8 to 1.0 and nearing 1.0, further confirm the high reliability of the questionnaire and the variables used in this study

Inner Model

After completing the outer model assessment, the next step is to evaluate the inner model (structural model), which examines the relationships between latent constructs in SEM. A key indicator is the R-square (R^2) value, reflecting the proportion of variance explained by the model for each endogenous construct. Higher R^2 values indicate better explanatory power and a stronger model fit:

Tabel 7. Inner Model

	R Square	R Square Adjusted
Psychological Well-Being (Z)	0.716	0.710
Quiet Quitting(Y)	0.693	0.683

Source : Primary Data (2025)

Based on the figure above, the R-square value for Psychological Well-Being is 0.710, indicating that 71.0% of its variance is explained by the model. Meanwhile, the R-square value for Quiet Quitting is 0.683, meaning the model accounts for 68.3% of its variance. The remaining variance in both variables is influenced by factors not covered in this study.

Direct Effect

Table 7 presents the results of the direct effect analysis in the structural model, highlighting the relationships among mindfulness-based compensation, work-life boundary management, psychological well-being, and quiet quitting.

Tabel 8. Direct Effect

Direct Effect	Original Sample (O)	T Statistics (|O/STDEV|)	P Values
Mindfulness-Based Compensation (X1)-> Psychological Well-Being (Z)	0.744	12.148	0.000
Work-Life Boundary (X2)-> Psychological Well-Being (Z)	0.160	2.869	0.004
Mindfulness-Based Compensation (X1)-> Quiet Quitting(Y)	0.691	9.886	0.000
Work-Life Boundary (X2)-> Quiet Quitting(Y)	0.201	3.111	0.002
Psychological Well-Being (Z)-> Quiet Quitting(Y)	0.225	1.767	0.078

Source : Primary Data (2025)

Based on the table above, the results provide insights into the relationships among the variables. The hypothesis that Mindfulness-Based Compensation affects Psychological Well-Being is supported, as evidenced by a t-statistic value of 12.148 (greater than 1.96) and a p-value of 0.000 (less than the 0.05 significance level). Similarly, the hypothesis that Work-Life Boundary affects Psychological Well-Being is also supported, with a t-statistic of 2.869 (greater than 1.96) and a p-value of 0.004 (less than 0.05), indicating a significant effect. The hypothesis that Mindfulness-Based Compensation affects Quiet Quitting is supported, as shown by a t-statistic of 9.886 and a p-value of 0.000, demonstrating a significant relationship. Likewise, Work-Life Boundary significantly affects Quiet Quitting, as indicated by a t-statistic of 3.111 and a p-value of 0.002. However, the hypothesis that Psychological Well-Being influences Quiet Quitting is not supported, with a t-statistic of 1.767 (less than 1.96) and a p-value of 0.078 (greater than 0.05), indicating a non-significant effect.

Indirect Effect

Table 8 presents the results of the indirect effects analysis, which examine the mediating role of work stress in the relationship between the independent variables (workload and work-life balance) and the dependent variable (quiet quitting).

Tabel 9. Indirect Effect

Indirect Effect	Original Sample (O)	T Statistics (|O/STDEV|)	P Values
Mindfulness-Based Compensation (X1)-> Psychological Well-Being (Z) -> Quiet Quitting(Y)	0.167	1.667	0.096
Work-Life Boundary (X2)-> Psychological Well-Being (Z)-> Quiet Quitting(Y)	0.036	1.377	0.169

Source : Primary Data (2025

Psychological well-being does not mediate the relationship between mindfulness-based compensation and quiet quitting, as indicated by a t-statistic below 1.96 and a p-value greater than the significance threshold (0.096 > 0.05). Similarly, psychological well-being does not mediate the relationship between work-life boundary and quiet quitting, as evidenced by a t-statistic below 1.96 and a p-value of 0.196, which also exceeds the alpha level of 0.05.

DISCUSSION

Mindfulness-Based Compensation on Psychological Well-Being

The findings of this study confirm a significant positive effect of mindfulness-based compensation on psychological well-being, which is consistent with the Job Demands-Resources (JD-R) Theory (Kwon & Kim, 2020). This theory postulates that job resources such as emotional support, recognition, and development opportunities help mitigate job strain and enhance employee well-being.

The result aligns with (Althammer, 2021), who demonstrated that mindfulness-based interventions reduce emotional exhaustion and promote psychological balance.

Similarly, Jha et al. (2022) and Chan & Chu (2024) emphasized that compensation embedded with mindfulness elements such as wellness incentives and development support can strengthen employees' emotional regulation, autonomy, and life satisfaction. This study, therefore, supports previous literature that well-being can be enhanced not only through psychological programs but also through strategically designed compensation systems. Practical implications suggest that retail companies should extend compensation frameworks to include non-monetary elements like wellness programs, development workshops, and psychological safety initiatives. These are particularly critical in retail, where employees experience physical fatigue and constant social interaction. As (Adriyanto, 2024), however, such programs are often constrained by tight scheduling and managerial limitations. Therefore, management must embed mindfulness-based strategies as a core value, not as optional perks..

Work-Life Boundary on Psychological Well-Being

This study finds a significant positive effect of work-life boundary on psychological well-being, supporting Boundary Theory (Zheng, 2023), which emphasizes the importance of maintaining clear role separation between work and non-work domains. The result is supported by Althammer (2021), who suggest that segmentation and psychological detachment facilitate emotional recovery and life satisfaction. In high-demand sectors like retail, where work hours are unpredictable and emotionally taxing, effective boundary management serves as a protective mechanism for employee well-being. Studies by Stoddart (2024) demonstrate that flexible scheduling and supportive leadership reduce burnout and psychological strain. For practitioners, this finding reinforces the urgency for retail management to implement flexible work systems, ensure predictable time-off, and respect non-working hours. However, as highlighted by (Fini, 2023), such boundaries are often undermined by implicit expectations of constant availability. Therefore, companies must develop an organizational culture that legitimizes personal time and supports recovery.

Mindfulness-Based Compensation on Quiet Quitting

The study confirms that mindfulness-based compensation negatively influences quiet quitting behavior. This supports the JD-R model's assumption that access to psychological and developmental job resources reduces withdrawal behaviors. The result aligns with Sharafizad (2020), who show that employees who feel supported and recognized are more likely to demonstrate discretionary effort. In the context of quiet quitting, where employees do the bare minimum, mindfulness-based compensation plays a crucial role in re-engaging them through intrinsic motivation. Pevec (2023) emphasize that when organizations signal empathy and developmental concern, employees are less likely to psychologically detach. Nonetheless, critiques by David (2023) note that compensation alone may be insufficient in low-wage, low-mobility environments such as retail. Structural barriers such as limited promotion paths or repetitive tasks can reduce the effectiveness of even well-intentioned policies. Therefore, retail organizations must complement mindfulness-based rewards with job enrichment and recognition systems to counteract disengagement.

Work-Life Boundary on Quiet Quitting

The findings show that work-life boundary significantly reduces quiet quitting behavior, again supporting Boundary Theory. The ability to disconnect from work outside of official hours enhances recovery and fosters sustained work energy, as asserted by Azeem (2020) and Sayed (2021). These results highlight that disengagement is not only a function of job dissatisfaction but also of boundary violations, which impair the psychological resources necessary for sustained effort. Nogueiro (2022), argue that organizations that foster boundary control are more likely to retain committed and energetic employees. However, boundary policies can be ineffective without managerial modeling and support. Zhao (2022) emphasize that policy alone is insufficient unless leaders actively support boundary-setting behavior. Thus, companies must go beyond policy design by training supervisors to respect employee availability and set realistic workload expectations..

Psychological Well-Being on Quiet Quitting

Contrary to expectations, this study finds no significant relationship between psychological well-being and quiet quitting. While psychological well-being contributes to life satisfaction, it does not appear to drive extra-role behavior in the retail sector. This contradicts assumptions in the JD-R model and findings by (Nourafkan, 2024), who found a positive link between well-being and proactive work behavior. However, this result supports alternative perspectives. Litmanen (2021) and Sennur (2022), argue that engagement is more strongly driven by job design, career opportunity, and leadership than by emotional well-being alone. Employees may feel well, yet remain disengaged if the job lacks meaning or upward mobility. Thus, well-being may act more as a buffer against distress, rather than a motivator for engagement. This underscores the importance of combining well-being efforts with motivational interventions, such as purpose-driven tasks and growth pathways..

Mindfulness-Based Compensation on Quiet Quitting Mediated by Psychological Well-Being

This study finds that psychological well-being does not mediate the relationship between (a) mindfulness-based compensation and quiet quitting, nor (b) work-life boundary and quiet quitting. These findings challenge theoretical models (Shah, 2023) that posit well-being as a central mechanism through which job resources influence behavior. The absence of mediation may reflect the direct influence of structural practices in retail settings. Employees may respond more to visible actions such as scheduling flexibility or wellness support than to their own internal affective state. This is supported by Cantarelli & Belle (2024), who note that direct HR interventions often override psychological variables in shaping behavior. For practice, this finding suggests that tangible organizational behaviors like fairness, scheduling, and recognition may have a more immediate impact on preventing disengagement. Retail firms should therefore focus on structural reinforcement of support systems, rather than relying solely on internal emotional states as predictors of behavior..

Work-Life Boundary on Quiet Quitting Mediated by Psychological Well-Being

Similarly, the study reveals that psychological well-being does not mediate the relationship between work-life boundary and quiet quitting. Although managing work-life boundaries enhances psychological well-being, it does not necessarily lead to reduced disengagement through this well-being channel. The effect of boundary management on quiet quitting appears to be more immediate and direct. This contradicts prior theoretical assumptions that improved well-being leads to heightened work involvement or reduced withdrawal behaviors (Toyama, 2022). In retail settings, employees may value the autonomy and recovery benefits of boundary control but do not necessarily convert these into increased organizational commitment or discretionary effort. One interpretation is that work-life boundaries function as a self-protective strategy rather than a motivational enhancer. Employees might succeed in achieving personal balance while still choosing to minimize their work contribution if the job itself lacks enrichment, challenge, or recognition (Stockkamp et al., 2023). Thus, while work-life boundary practices are important for sustaining mental health, their role in reducing quiet quitting may be rooted more in behavioral segmentation than psychological mediation. This insight encourages retail organizations to pair boundary policies with job enrichment efforts to fully mitigate disengagement.

CONCLUSION

Based on the results of the data analysis conducted on retail employees, several key conclusions can be drawn regarding the relationships among mindfulness-based compensation, work-life boundary, psychological well-being, and quiet quitting : mindfulness-based compensation significantly influences psychological well-being. work-life boundary significantly influences psychological well-being. mindfulness-based compensation significantly reduces quiet quitting. work-life boundary significantly reduces quiet quitting. psychological well-being does not have a significant effect on quiet quitting. psychological well-being does not mediate the relationship between mindfulness-based compensation and quiet quitting. psychological well-being does not mediate the relationship between work-life boundary and quiet quitting.

The implications of these findings are significant for both theoretical development and practical application in the retail industry. Organizations in this sector should consider integrating mindfulness-based compensation into their employee well-being policies to enhance mental health and reduce

disengagement. Additionally, implementing clear work-life boundaries can help employees maintain a healthier balance between work and personal life, thereby potentially reducing the occurrence of quiet quitting. However, organizations should also take into account other factors, such as job satisfaction and organizational culture, which may have a more direct impact on reducing quiet quitting. Further research is needed to explore these variables in greater depth to gain a more comprehensive understanding of the dynamics at play and provide more targeted solutions to improve employee engagement in the retail sector.

SUGGESTION

Based on the findings, retail organizations are advised to implement mindfulness-based compensation strategies as part of their human resource and well-being programs. Such approaches not only enhance psychological well-being but also serve as an effective mechanism to reduce quiet quitting behavior. Moreover, it is recommended that companies establish and enforce clearer work-life boundaries to help employees manage their professional and personal responsibilities more effectively. These measures can foster a healthier work environment, leading to improved employee engagement and reduced turnover intentions. Nonetheless, companies should also pay close attention to other organizational factors such as job satisfaction, leadership style, and corporate culture—that may exert a more direct influence on quiet quitting and disengagement.

From a theoretical standpoint, this study contributes to the understanding of how mindfulness-based interventions and work-life boundary management interact with employee psychological states and behavioral outcomes. However, the insignificant role of psychological well-being as a mediator suggests that alternative mediating variables may need to be examined in future research. It is recommended that future studies investigate other psychological constructs—such as organizational commitment, perceived organizational support, or emotional exhaustion—as potential mediators. Additionally, longitudinal and cross-industry studies are suggested to test the generalizability of these findings and to explore causal relationships more thoroughly, thereby enriching the existing literature on employee well-being and retention strategies.

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