

An Overview of Quiet Quitting Among Millennial and Gen Z Employees

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ABSTRACT

Labor productivity in Indonesia is facing challenges following the COVID-19 pandemic, one of which is the growing phenomenon of quiet quitting. This phenomenon is one of the phases of disengagement, where employees only complete tasks according to the job description without any extra effort. Previous studies have shown that quiet quitting is becoming increasingly common following the pandemic and is more prevalent among Gen Z than among other generations. Additionally, work disengagement among the Millennial generation is also relatively high. If quiet quitting occurs on a massive scale, it can reduce innovation, increase the workload for engaged employees, and lead to stagnation in organizational growth. Therefore, further research is needed to understand how quiet quitting develops between the two generations. This study aims to describe the level of quiet quitting among Millennials and Gen Z. The research employs a quantitative method with a descriptive design. The sample was obtained through purposive sampling, comprising participants from the Millennial generation (born 1981 - 1996) and Gen Z (born 1997 -2012) who are currently working. Data were collected through an online survey using the Quiet Quitting Scale developed by (Galanis et al., 2023). The QQS measuring instrument consists of 9 items, with a Cronbach's Alpha reliability value of 0.773, indicating good consistency. The study included 105 research participants, comprising 40 Millennials and 65 Gen Z individuals. The results showed that the level of quiet quitting of Millennials and Gen Z tended to be low. The low level of quiet quitting among Gen Z and Millennials suggests that both groups remain highly engaged in their work. This research is expected to provide valuable insights for companies in designing effective strategies to increase employee engagement and mitigate the negative consequences of employee turnover.

Keywords : Quiet Quitting, Disengagement, Generasi Milenial, Gen Z

INTRODUCTION

Productivity is a crucial factor that affects the progress and decline of a company, and it is said to be a reflection of the overall level of work efficiency and effectiveness (Maqsoom et al., 2023). However, one of the main challenges in labor in Indonesia is low productivity. A study conducted by (Widjaja, Ashadi, and Cornelia 2021) states that overall employee

productivity tends to decline after the COVID-19 pandemic. This factor is often associated with individual aspects, particularly personality characteristics, that can influence the way a person works (Ratnasari, 2022).

For companies, employee productivity plays a direct role in increasing overall business productivity and contributing to increased profitability (Ratnasari, 2017). Engaged employees tend to show high commitment, take initiative, and contribute maximally to the company (Harter, 2023). In contrast, employees who are disengaged or lack emotional involvement in their work will only complete tasks minimally without exerting additional effort (Bakker & Albrecht, 2018). This finding aligns with a study conducted by Wijayanto et al. (2022), which demonstrates a relationship between employee engagement and turnover intention that is the opposite. If employees feel a strong attachment to their work, the level of turnover intention is low, and vice versa. This trend is especially evident in Millennial and Gen Z generation employees, who have higher turnover intention rates than previous generations (Formica & Sfodera, 2022). This is because Millennials prioritize autonomy, individual achievement, and flexibility at work; if companies are unable to meet these expectations, they tend to experience disengagement (Priyohadi, 2020). On the other hand, Generation Z tends to get bored easily, is more selective in choosing a job, and has a level of career adaptability that is still relatively moderate; therefore, they are more prone to experiencing disengagement (Fitri, F. F. et al., 2023). Additionally, disengagement hurts, increasing levels of job stress, fatigue, and chronic depression, ultimately affecting employee attitudes in the workplace (Rastogi et al., 2020).

Aspects	Millennial Generation	Gen Z
Prioritas kerja	Autonomy, individual achievement, work flexibility	<i>Work-life</i> balance, the meaning of work
Response to work expectations	Easily <i>disengaged</i> if expectations are not met	Easily bored, selective about work
<i>Disengagement</i> tendency	Occurs when career is stagnant and appreciation is low	Occurs when work feels monotonous and meaningless
<i>Career adaptability</i>	Tends to be more stable	Still classified as medium
Response to work environment	More adaptive to conventional work systems	Prone to withdrawal if not supportive of mental health
<i>Quiet quitting</i> behavior	More to do with stagnation and rewards	More related to personal values and life balance

One of the factors that reduce company productivity is the increasing phenomenon of quiet quitting, which is one phase of disengagement (Ochis, 2024). This condition occurs when employees continue to work, limiting their efforts to only the tasks listed in the job description without exerting additional effort (Scheyett, 2022). Employees who do quiet quitting, or so-called quiet quitters, tend not to work overtime, do not attend meetings that are not mandatory, and are not proactive (Anthony C. Klotz and Mark C. Bolino. 2022, as cited

in Orchis, 2024). (Gallup, 2022) noted that, since 2019, the engagement of young employees has decreased by 6%, while disengagement has increased by 6% over the past three years. In addition, a study conducted by (Harter, 2023) also found that only 32% of workers in the United States feel engaged in their work, while 50% only complete tasks without taking any initiative. Quiet quitting, which occurs on a massive scale, can lead to decreased innovation, increased workload for employees who remain engaged, and potential stagnation in organizational growth (Boy & Sürmeli, 2023).

This phenomenon is particularly evident in the Millennial and Gen Z generations, who have different expectations of the work world than previous generations. Several studies have addressed quitting in the context of work engagement and its impact on organizations. (Karnik, Bajpai, Jaisinghani, Jaroliya, 2024) Showed that quiet quitting became more common after the COVID-19 pandemic, as economic uncertainty and work overload increased. (Galanis et al., 2023) Reported that quiet quitting scores in healthcare workers reached an average of 2.36, indicating the prevalence of burnout post-COVID-19 pandemic. (Mäkikangas et al., 2022) Revealed that Millennials experienced increased levels of disengagement due to career stagnation and lack of appreciation in the workplace. This finding aligns with research by (Efendi, Hawabi, & Purwaningtyas, 2023), who measured the level of quiet quitting among Millennial employees in Malang, with an average of 2.91 (SD = 1.59) on a 4-point Likert scale, indicating a moderate level. Meanwhile, Xueyun et al. (2023) found that Generation Z in China is more likely to do quiet quitting with an average quiet quitting intention of 3.151 (SD = 1.433) on a 7-point Likert scale, which is classified as low. Based on research conducted by several previous researchers, it can be concluded that the results of previous studies indicate that quiet quitting has become increasingly common since the COVID-19 pandemic, with different causes in each group (Hamouche & Chabani, 2021). Additionally, few studies have identified specific factors that contribute to quiet quitting across generations (Xueyun et al., 2023). Some previous studies have also shown mixed results regarding the level of quiet quitting, with differences in the mean in each category studied. Therefore, this study was developed to describe the level of quiet quitting between the Millennial and Gen Z generations. By understanding how each generation experiences and responds to the quiet quitting phenomenon, this study aims to provide valuable insights for companies in designing effective strategies to enhance employee engagement and mitigate the negative impact of quiet quitting. Academically, this study contributes to enriching the literature on cross-generational work engagement. The results of this research can help companies develop more effective retention policies to enhance productivity and business sustainability.

METHODS

This research employs a quantitative descriptive design to examine the prevalence of quiet quitting among employees from the Millennial and Gen Z generations. This approach was chosen because it allows researchers to present a factual and systematic description of the quiet quitting phenomenon based on data obtained from participants (Rukajat, 2018). The sampling technique used was purposive sampling, with the following criteria: (1) active employees with at least one year of service, and (2) belonging to the Millennial generation

(born 1981-1996) or Gen Z (born 1997-2012). The number of participants was 105 people, comprising 40 Millennials and 65 Gen Z individuals. The participants were employees from various industrial sectors in Indonesia. The data in this study was collected online using the Google Forms platform. Before filling out the questionnaire, all participants were asked to give explicit consent by signing an informed consent as a form of agreement to participate in this study. The data collection process was conducted over a one-week period, during which all questionnaires that met the criteria were considered valid. All completed questionnaires that met the criteria were included in the analysis. Data that did not meet the criteria were excluded from the analysis to maintain the technical validity of the data. Thus, only valid and complete data were analyzed using descriptive statistics to systematically and objectively describe the level of quiet quitting in each generation.

The instrument used in this study is the Quiet Quitting Scale (QQS), which consists of 9 statement items measuring the three main dimensions of quiet quitting: (1) detachment, assessing the extent to which employees feel emotionally detached from their work, (2) lack of motivation, measuring low levels of motivation in completing work tasks, and (3) lack of initiative, assessing the extent to which employees lack initiative in carrying out tasks outside their primary job. The collected data were analyzed using descriptive statistics to systematically and objectively interpret the level of quiet quitting in each generation.

Each item was rated using a 5-point Likert scale with the following categories: 1 = strongly disagree/never, 2 = disagree/rarely, 3 = neutral/sometimes, 4 = agree/often, and 5 = strongly agree/always. A higher score indicates a higher level of quiet quitting. For score interpretation, the total score range can be categorized into low, moderate, and high levels of quiet quitting based on the average score obtained, with an average score of <3 Categorized as low, a score of 3 is categorized as moderate, and an average score >3 is categorized as high.

Table 1. Distribution of Participants by Generation

		Frequency	Percentage
Generation	Millennial	40	61,9%
	Generation		
	Gen Z	65	38,1%
Total		105	100%

RESULTS AND DISCUSSION

This study involved 105 participants, comprising 40 individuals from the Millennial generation and 65 individuals from Gen Z. All participants were active employees from various industrial sectors in Indonesia and had worked for at least one year. The sampling technique used was purposive sampling with generation and tenure criteria as inclusion requirements. The characteristics of participants in this study include aspects of gender, education level, marital status, employment status, and generation. Of the total 105 participants, 40 people (38.1%) belonged to the Millennial generation, and 65 people (61.9%) were from Gen Z. The proportion of participants was also balanced in terms of gender, with 49 men (46.7%) and 56 women (53.3%). Most participants had a D4/S1 education level, with 80 people (76.2%), and were unmarried, with 77 people (73.3%). Most participants were

permanent employees, comprising 56 people (53.3%). Full characteristic details are shown in Table 2.

Table 2. Demographic Characteristics of Participants

Characteristics	Category	N	%
Gender	Male	49	46,7%
	Female	56	53,3%
Length of Service	1–5 years	75	71,4%
	6–10 years	17	16,2%
	10–15 years	10	9,5%
	>15 years	3	2,9%
Position Level	Staff	71	67,6%
	Senior Staff	12	11,4%
	Supervisor	4	3,8%
	Assistant Manager	4	3,8%
	Manager	12	11,4%
	Executive/Director	1	1,0%
Education Level	Chief Officer	1	1,0%
	SMA/SMK	13	12,4%
	D3	7	6,7%
	D4/S1	80	76,2%
Marriage Status	S2	5	4,7%
	Unmarried	77	73,3%
Employment Status	Married	28	26,7%
	Daily/Freelance	15	14,3%
	Contract	34	32,4%
Generation	Fixed	56	53,3%
	Gen Z	65	61,9%

Millennial 40 38,1%
Generation

The phenomenon of quiet quitting and disengagement in the Indonesian workplace is not unique to one generation. However, it is also experienced by Millennials and Gen Z, albeit with different characteristics and triggers. Millennials tend to prioritize autonomy, individual achievement, and flexibility in the workplace. If the company is unable to meet these expectations, Millennials will experience disengagement more easily. This condition can be exacerbated by career stagnation and lack of appreciation in the workplace, which ultimately decreases motivation and increases the tendency to quit. Studies have shown that disengagement can lead to increased job stress, burnout, and chronic depression, ultimately affecting employee attitudes in the workplace (Priyohadi, 2020).

Before conducting descriptive analysis, a reliability test was conducted to ensure the internal consistency of the QQS measuring instrument. The results of the reliability test indicate that the QQS instrument used in this study exhibits sufficient internal consistency to measure the phenomenon of quiet quitting among Millennial and Gen Z generation employees. The detachment dimension has a Cronbach's Alpha value of 0.617, which falls into the moderate or marginal category, indicating that although the consistency between items in measuring this dimension is acceptable, there is still potential for further improvement. Meanwhile, the lack of initiative dimension shows a Cronbach's Alpha value of 0.735, which falls into the good category, indicating that this instrument can be relied upon to measure the level of employee initiative in the context of quiet quitting. The lack of motivation dimension has the highest Cronbach's Alpha value of 0.869, indicating an excellent level of reliability and suggesting that this instrument is highly consistent in measuring aspects of employee motivation. Overall, the reliability values obtained support the use of this scale for further research in understanding the phenomenon of quiet quitting in the generation under study. A more detailed breakdown of dimensional reliability is shown in Table 3.

Table 3. *Quiet Quitting Scale Reliability Test Results*

Variabel/Dimensi	<i>Cronbach's Alpha</i>	<i>N of Items</i>
<i>Quiet Quitting</i>	0,773	9
<i>Detachment</i>	0,617	4
<i>Lack of Initiative</i>	0,735	3
<i>Lack of Motivation</i>	0,869	2

The normality assumption test using the One-Sample Kolmogorov-Smirnov Test showed that the data was not normally distributed with a significance value of 0.002 ($p < 0.05$). Therefore, further analysis was carried out descriptively without inferential testing of differences between groups. More details of the assumption tests are shown in Table 4.

Table 4. Normality Test Results Using One-Sample Kolmogorov-Smirnov Test

Statistic	Value
<i>Total N</i>	105
<i>Most Extreme Differences - Absolute</i>	0,112
<i>Most Extreme Differences - Positive</i>	0,112
<i>Most Extreme Differences - Negative</i>	-0,063
<i>Test Statistic</i>	0,112
<i>Asymptotic Sig. (2-tailed)</i>	0,002

The normality assumption test using the One-Sample Kolmogorov-Smirnov Test showed that the data was not normally distributed with a significance value of 0.002 ($p < 0.05$). Therefore, further analysis was carried out descriptively without inferential testing of differences between groups. More details of the assumption tests are shown in Table 4. Based on the results of descriptive analysis of quiet quitting scores between two generational groups, namely the Millennial generation and Gen Z, it is known that the Millennial generation has an average of 2.35 (SD = 0.65) and Gen Z has an average of 2.49 (SD = 0.63) on a 5-point Likert scale. This shows that the level of quiet quitting of participants from the Millennial generation and Gen Z tends to be low. The relatively comparable standard deviation values indicate that the variation or distribution of scores within each group is also almost similar. The relatively low scores on the 5-point Likert scale indicate that the majority of participants from both generations still show fairly good work engagement. They tend not to completely disengage emotionally from work, still have initiative in completing tasks, and do not show significant symptoms of decreased motivation. In other words, although the phenomenon of quiet quitting is detected in their work behavior, the intensity is relatively mild and has not reached an alarming stage. This may indicate that most participants still value professionalism and work responsibility, although certain factors may subtly influence their engagement.

Gen Z shows different tendencies. They are known to be more easily bored, more selective in choosing a job, and have a moderate level of career adaptability. This makes Gen Z more prone to disengagement, especially if the work they are doing feels monotonous, fails to meet

expectations, or lacks the expected meaning. They highly prioritize work-life balance and mental health, so if the work environment does not support these two aspects, Gen Z tends to limit their involvement in work, even hesitating to change jobs in a short time (Fitri et al., 2023). This pattern may reflect the role of contextual factors, such as Indonesia's collective work culture or a uniform performance management system across organizations, which serves as a counterweight to work behaviors across generations. This finding can serve as a basis for understanding differences in employee work behavior across generations, especially in the context of workplace engagement and motivation. A more detailed breakdown of the tests is shown in Table 5.

Table 5. Number of *Quiet Quitting* Tiers

Generation	Mean <i>Quiet Quitting</i>	Standard Deviation (SD)
Gen Z	2,49	0,63
Millenial	2,35	0,65

Based on the results of descriptive analysis of the three dimensions of *quiet quitting*, namely detachment, *lack of initiative*, and lack of motivation, it was found that there is a difference in the level of tendency between Millennials and Gen Z. To clarify the pattern of intergenerational differences in each dimension of *quiet quitting*, **Figure 1 is presented.**

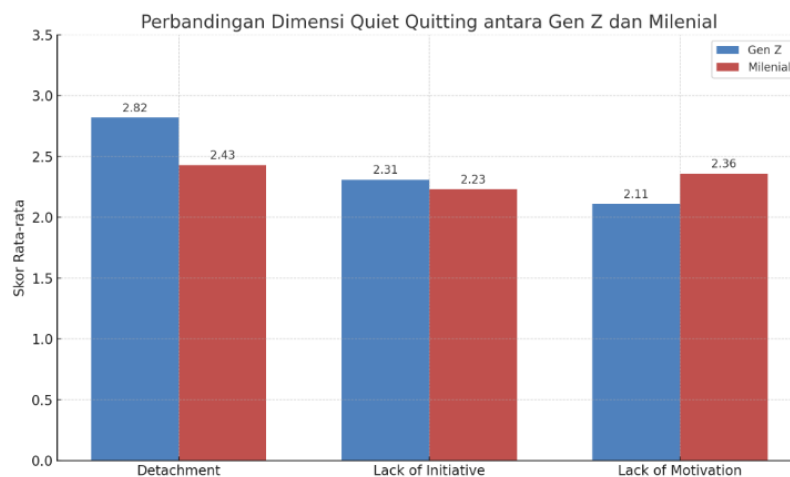


Figure 1. Comparison of the average scores of the three dimensions of quiet quitting between Millennials and Gen Z.

On the detachment dimension, Millennials had an average score of 2.43, and Gen Z had an average score of 2.82. This value falls in the low to moderate range on a 5-point Likert scale, indicating that some participants from both generations are starting to tend to emotional detachment from work, although not yet at a high level. This can be interpreted as an indication of low emotional attachment or connectedness to work or the work environment,

but still at a level that is not yet alarming. This score also reflects a potential decline in emotional connection to work roles that various factors, such as job satisfaction, workload, or organizational dynamics, may influence.

The findings also suggest that Gen Z is more prone to experiencing emotional detachment at work. This is closely related to Gen Z's characteristics, which highly prioritize work-life balance, support for mental health, and personal value in the workplace. When the work environment is unable to meet these expectations, Gen Z tends to emotionally withdraw as a form of self-protection (Ochis, 2024; Fitri et al., 2023). They are also more selective about work that they feel is not meaningful or does not support psychological well-being. In contrast, Millennials, who have undergone a transition from traditional to modern work systems, tend to be more adaptable to organizational dynamics and conventional work demands. Thus, higher levels of detachment in Gen Z can be understood as a response to the gap between personal expectations and the reality of the work environment.

On the dimension of lack of initiative, Millennials scored an average of 2.23, and Gen Z scored an average of 2.31. This finding suggests that participants from both generational groups tend not to demonstrate proactive behavior in the workplace consistently. While not significantly reflecting passivity, these results do reflect a tendency to complete tasks to the extent of their assigned responsibilities without showing a strong drive to take on additional roles or make contributions beyond their formal role expectations. This suggests that although quiet quitting is evident in employees' work behavior, it remains at a low level and does not necessarily indicate a desire to leave the job. This may be because the work culture in Indonesia remains hierarchical and tends to rely on structural directives, discouraging employees from taking on roles outside of formal task descriptions (Xueyun et al., 2023). In this context, lack of initiative can be seen as a passive form of quiet quitting, where individuals complete basic responsibilities without a desire to engage further. Left unchecked, this can decrease the dynamics of innovation within teams, slow down organizational performance, and potentially lead to burnout or a stagnant work climate (Boy & Sürmeli, 2023).

In the motivation dimension, Millennials showed an average score of 2.36, and Gen Z obtained an average score of 2.11. These scores indicate moderate to low levels of work motivation in both generations. Although the Millennial generation is slightly higher, both show similar trends in terms of decreasing work motivation. This suggests that employees from both generations tend to feel less motivated in their jobs, which may be influenced by factors such as job dissatisfaction or a lack of recognition for their contributions. Although both are in the low to moderate category, these results suggest that Millennials are more prone to declining work motivation. This finding aligns with the results of Mäkikangas et al. (2022), who revealed that Millennials experience career stagnation and a lack of appreciation more often, which negatively impacts their work motivation. In this case, the Expectancy Theory (Lloyd & Mertens, 2018) can explain that low motivation is caused by the lack of expectation that effort will result in reward or recognition. In contrast, although Gen Z is more emotionally detached, they are not completely demotivated, especially if the work is meaningful and in line with their values (Formica & Sfodera, 2022).

Overall, the results indicate that both Millennials and Gen Z tend to exhibit relatively low to moderate levels of quiet quitting across the three dimensions measured: detachment, lack of initiative, and lack of motivation. Although there are differences between the two generations, these differences are not substantial and exhibit similar patterns. This finding suggests that both Millennials and Gen Z continue to exhibit relatively high engagement with their work. This result also underscores the importance of organizational efforts in fostering employee engagement across generations, thereby maintaining productivity. More detailed test details are shown in Table 6.

Table 6. Quiet Quitting Levels by Dimension and Generation

Dimension	Gen Z (<i>Mean</i>)	Millenial (<i>Mean</i>)
<i>Detachment</i>	2,82	2,43
<i>Lack of Initiative</i>	2,31	2,23
<i>Lack of Motivation</i>	2,11	2,36

Based on the results of the *Kruskal-Wallis* non-parametric test on demographic variables, it was found that education level was the only variable that showed a significant difference in the mean score of *quiet quitting* ($H = 9.473$, $p = 0.024$). This indicates that there is a difference in the tendency of *quiet quitting* behavior between groups of respondents based on different levels of education.

Meanwhile, other demographic variables such as gender ($H = 0.012$, $p = 0.913$), length of employment ($H = 17.464$, $p = 0.292$), employment status ($H = 3.998$, $p = 0.135$), position level ($H = 4.593$, $p = 0.597$), generation ($H = 0.938$, $p = 0.333$), and marital status ($H = 0.143$, $p = 0.706$) did not show significant differences in the level of *quiet quitting*. Thus, it can be concluded that the education factor has the highest influence among other demographic factors in this study.

Table. 7 Demographic Data Difference Test

Variabel Demografis	H (Kruskal-Wallis)	df	Asymp. Sig.	Keterangan
Gender	0,012	1	0,913	Not significant
Length of Service	17,464	15	0,292	Not significant
Education Level	9,473	3	0,024	significant ($p < 0.05$)

Employment Status	3,998	2	0,135	Not significant
Position Level	4,593	6	0,597	Not significant
Generation	0,938	1	0,333	Not significant
Marriage Status	0,143	1	0,706	Not significant

Furthermore, analysis of the education variable showed that education level was the only demographic factor that had a significant influence on the level of quiet quitting ($H = 9.473$, $p = 0.024$). To understand this difference, further descriptive analysis was conducted by grouping respondents into two broad categories, namely secondary education (high school and diploma) and higher education (bachelor's and master's degree). The results showed that participants with secondary education had a higher average quiet quitting (mean = 2.69) compared to those with tertiary education (mean = 2.40). This difference indicates that individuals with secondary educational backgrounds tend to exhibit more *quiet quitting* behavior.

To clarify the differences in the level of *quiet quitting* based on education level, Figure 2 displays a comparison of the mean scores between participants with high school/diploma and bachelor's/secondary education. It can be seen that participants from the secondary education group show a higher tendency of quiet quitting than those with higher education.

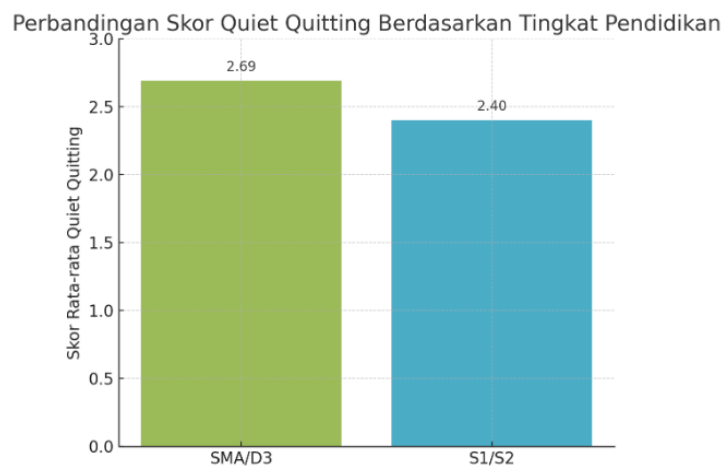


Figure 2. Comparison of quiet quitting scores by education level

The explanation for this finding can be understood through the lens of person-organization fit theory, which posits that the alignment between individual values and organizational values is a crucial determinant of work engagement and behavior (Kristof-Brown et al., 2022). Individuals with higher education tend to have a better understanding of organizational expectations and professional responsibilities, enabling them to adjust more effectively and play an active role in the work environment. In contrast, individuals with secondary education may have lower value congruence or face challenges in adjusting to the

organizational culture, which then increases the risk of disengagement through quiet quitting behavior.

In addition, Expectancy Theory explains that a person's work motivation is influenced by the expectation that the effort made will result in good performance and rewards from the organization (Lloyd & Mertens, 2018). Highly educated individuals tend to have higher expectations of recognition and rewards for their contributions. When these expectations are not met, individuals may experience a decrease in motivation, which could lead to quitting. However, differences in education level are also related to access to resources and career development opportunities, which are more available to highly educated individuals. This can strengthen their attachment to the organization and reduce the tendency for quiet quitting. Thus, differences in quitting rates by education level do not only reflect educational factors alone but also reflect the dynamics of value congruence, motivational expectations, and career development opportunities that differ between educational groups.

Apart from education variables, analysis of other demographic variables, such as gender, marital status, and job title, showed insignificant results regarding the level of quiet quitting ($p > 0.05$). Nonetheless, further exploration of these variables remains important to get a more comprehensive picture.

Apart from education variables, analysis of other demographic variables, such as gender, marital status, and job title, showed insignificant results regarding the level of quiet quitting ($p > 0.05$). Nevertheless, further exploration of these variables is still important to get a more comprehensive picture.

For example, the gender variable, although not showing a statistically significant difference, could potentially influence the way individuals express dissatisfaction at work. Previous studies suggest that men and women may have different coping mechanisms and disengagement strategies, which in turn may influence quitting behavior in different ways.

Similarly, marital status and job title may influence the work pressures and responsibilities that individuals experience. Individuals with family responsibilities may have different motivations for maintaining work engagement compared to individuals without families. Job titles influence the level of control and autonomy at work, which could theoretically contribute to levels of job satisfaction and engagement. Therefore, although these variables were not significant in the statistical analysis, their influence on quitting may be contextual and requires further examination through qualitative approaches or follow-up studies that consider other situational and psychological factors.

This study reveals that the level of quiet quitting among Millennials and Gen Z in Indonesia is low, indicating that they remain highly engaged in their work. When compared to previous studies, the results of this study are lower than the findings of Galanis et al. (2023) in Greece, with a score of 2.36 out of 4, and Efendi et al. (2023) in Malang with a score of 2.91 out of 4. The difference can be explained by several factors, including the collectivist culture in Indonesia that emphasizes the importance of harmony and loyalty, organizational structures that tend to be hierarchical and value loyalty, and the fact that the majority of respondents in this study are permanent employees who generally have a higher

This finding aligns with the result that education level is a significant demographic factor influencing the level of quiet quitting, where middle-aged individuals tend to exhibit higher

quiet quitting behavior compared to highly educated individuals. This can be explained through person-organization fit theory and Expectancy Theory, which emphasize the role of value congruence and motivational expectations in work engagement. Other demographic variables, such as gender, marital status, and job title, did not show a significant effect but are still important to study further in a more in-depth context. Thus, differences in the level of quiet quitting are primarily influenced by educational factors and related psychosocial dynamics, which should be a concern in human resource management in the modern era.

CONCLUSION

Based on the results of research and data analysis conducted on active employees in various industrial sectors in Indonesia who have worked for at least one year and belong to the Millennial Generation and Gen Z, an overview of the level of quitting in these groups is obtained. The findings suggest that the level of quiet quitting among both generations is low and exhibits a fairly consistent pattern. This pattern is evident in the average scores on the three dimensions of detachment, lack of initiative, and lack of motivation, which fall into the low to medium category and do not show striking differences between generations. This suggests that both Millennials and Gen Z continue to demonstrate relatively high engagement in their work.

This research provides important implications for companies to understand the differences in employee work behavior between generations, namely that the low level of quiet quitting can reflect a sense of responsibility, work motivation, and professionalism that is still quite strong among employees from both generations. Therefore, companies need to maintain this condition by continuing to create a supportive work environment, providing room for growth, and recognizing employee contributions to maintain engagement.

In addition, the findings regarding the significant effect of education level on quiet quitting tendencies highlight the need for special attention to employees with secondary education backgrounds. To manage these risks, organizations can implement strategies such as developing clear and structured career paths, allowing employees to see long-term career prospects within the company. Additionally, involving employees in employee engagement programs, such as mentoring, soft skills training, and team-building activities, can strengthen their sense of connection and increase their affective commitment to the organization. Rewards based on contribution rather than position or education level have also been shown to increase intrinsic motivation and reduce the risk of disengagement.

However, this study has limitations because it only provides a descriptive picture and has not examined factors that may influence quitting. For this reason, it is recommended that future studies use comparative and exploratory designs to identify variables that influence quitting tendencies. That way, more targeted interventions can be designed to prevent an increase in quiet quitting and maintain optimal employee engagement levels.

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