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Comparison of Quiet Quitting between Generation Z and Millennials among Indonesian Civil Servants

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Abstract: The phenomenon of quiet quitting has increasingly attracted attention in the study of work behavior, including in the public sector. This study aims to identify the level of quiet quitting among Indonesia's State Civil Apparatus (Aparatur Sipil Negara/ASN) and to compare its tendency between Generation Z and Millennials. This study employed a quantitative approach using a survey method involving 447 ASN employees from various government institutions in Indonesia. The sample was selected using non-probability sampling techniques, specifically convenience sampling and snowball sampling. The instrument used was the Quiet Quitting Scale developed by Manullang et al. (2025), and the data were analyzed using descriptive statistics and an independent samples t-test. The results showed that quiet quitting among ASN employees was at a moderate to moderately high level, with a mean total score of 185.60. In the comparative analysis, Generation Z showed a higher mean quiet quitting score ($M = 191.14$) than Millennials ($M = 185.05$). The results of the difference test indicated a significant difference between the two generational groups ($p = 0.013$), with a small to medium effect size (Cohen's $d = 0.336$). Overall, the most prominent dimensions were work-life balance and digital impact, suggesting that quiet quitting among ASN employees more strongly reflects an adaptive strategy in response to work demands, the need to maintain personal life balance, and changes in work patterns due to digitalization. These findings confirm that quiet quitting among Indonesian ASN employees is a real phenomenon occurring across generations, with a stronger tendency among Generation Z.

Keyword: Quiet Quitting, Generation Z, Millennials.

INTRODUCTION

The phenomenon of quiet quitting has increasingly attracted attention in contemporary studies of work behavior, including within the context of public organizations. This phenomenon first emerged and gained widespread recognition in 2022 through social media, particularly on TikTok, popularized by Bryan Creely, and later developed into a global trend

representing changes in how Generation Z perceives work. Quiet quitting refers to employee behavior in which individuals continue to fulfill their formal obligations in accordance with their job descriptions and employment contracts, but gradually withdraw from emotional and motivational engagement, as well as from extra-role participation in their work. Employees continue to perform at the minimum required standard, yet no longer demonstrate additional initiative, extra dedication, or organizational involvement beyond formal job demands as they previously did (Harter & Mann, 2023; Kim & Park, 2023).

Harter and Mann (2023) define quiet quitting as a condition in which employees continue to fulfill the demands of their formal work roles, yet experience a decline in psychological, affective, and motivational engagement with their work and organization. Meanwhile, Kim and Park (2023) view quiet quitting as a form of work disengagement characterized by withdrawal from extra effort, initiative, and participation beyond the minimum obligations established by the organization. These definitions affirm that quiet quitting is a latent psychological and behavioral phenomenon that can be measured scientifically.

Although it is often perceived as a new phenomenon, several researchers argue that quiet quitting is a contemporary manifestation of the concepts of job disengagement or work withdrawal. This phenomenon emerges within the context of changing work values and evolving individual–organization relationships, which increasingly emphasize work-life balance, autonomy, and the protection of mental health (Schaufeli et al., 2002).

Empirical evidence shows that quiet quitting is not merely a temporary social media trend, but rather a phenomenon with significant economic consequences. A global survey conducted by Gallup (2023) revealed that 59% of workers in the United States were identified as engaging in quiet quitting, with potential financial losses reaching USD 7.8 trillion globally.

In Indonesia, this phenomenon has begun to attract serious attention from various groups, particularly given the unique characteristics of the country's predominantly collectivistic and hierarchical work culture. A recent study by Taufik et al. (2024) found that Generation Z and Millennial employees in Indonesia show a high tendency toward quiet quitting behavior, especially when they face an imbalance between job demands and the rewards they receive. This phenomenon has become increasingly relevant as Generation Z enters the workforce on a massive scale. Post-pandemic changes in work structures, such as hybrid work, digitalization, and increasing performance pressures, have encouraged many young workers to establish stricter boundaries between work and personal life. Research has shown that mismatched job expectations, lack of recognition, burnout, and weak organizational support are among the main factors triggering quiet quitting behavior.

However, the debate surrounding quiet quitting is not as simple as a dichotomy between a real phenomenon and a mere myth. On the one hand, some view quiet quitting as a rational form of resistance to an exploitative “hustle culture” and as a legitimate effort to protect mental health and maintain work-life balance. On the other hand, critics argue that this phenomenon is merely a euphemism for low work engagement, weak organizational commitment, or even a form of counterproductive work behavior that undermines organizational productivity (Serenko, 2024). This raises a crucial question: is quitting a valid psychological construct that can be measured scientifically, or is it merely a popular label for a phenomenon that has long existed under a different name?

In the context of Indonesia's State Civil Apparatus (*Aparatur Sipil Negara/ASN*), the phenomenon of quiet quitting must be understood carefully and linked to the national regulatory and policy framework. According to Law of the Republic of Indonesia Number 20 of 2023 concerning the State Civil Apparatus, the State Civil Apparatus, hereinafter referred to as ASN employees, is a profession consisting of Civil Servants (*Pegawai Negeri*

Sipil/PNS) and Government Employees with Work Agreements (*Pegawai Pemerintah dengan Perjanjian Kerja/PPPK*) who work in government institutions. The law further emphasizes that ASN employees is a profession grounded in core values, a code of ethics, and a code of conduct, and that its members are required to demonstrate professionalism, integrity, and performance oriented toward public service. In line with the bureaucratic reform agenda, ASN employees are expected not only to fulfill administrative obligations but also to actively contribute to improving service quality, organizational effectiveness, and the achievement of outcome-based performance. Within this framework, quiet quitting behavior, although it may not necessarily violate disciplinary rules or formal performance targets, has the potential to conflict with the spirit of bureaucratic reform, which emphasizes engagement, innovation, and performance accountability.

Furthermore, the implementation of the ASN employee performance management system through Employee Performance Targets (*Sasaran Kinerja Pegawai/SKP*) requires a clear alignment between individual performance, work-unit performance, and the strategic goals of government organizations. However, the latent and normative nature of quiet quitting allows employees to continue meeting minimum performance indicators without demonstrating emotional engagement, initiative, or additional contributions of strategic value. This condition may create a gap between formal performance achievement and the substantive performance expected within the framework of Bureaucratic Reform and the Government Agency Performance Accountability System (*Sistem Akuntabilitas Kinerja Instansi Pemerintah/SAKIP*). Therefore, the study of quiet quitting among ASN employees is relevant as an effort to understand the dynamics of civil servants' work behavior more comprehensively, while also serving as a basis for formulating human resource management policies that are oriented not only toward administrative compliance, but also toward engagement, well-being, and the sustainability of ASN employee performance.

Employees in Indonesia tend to exhibit quiet quitting more through observable behavior (behavioral restraint) rather than through internal affective expressions, which may be related to the characteristics of a collectivistic culture that emphasizes the avoidance of open conflict and the maintenance of social harmony. In response to this gap, Manullang et al. (2025) developed a quiet quitting scale specifically designed and validated for the Indonesian workforce, particularly Generation Z. The scale was constructed through a comprehensive approach that integrates a theoretical literature review (top-down approach) with the exploration of empirical data through open-ended questions posed to respondents (bottom-up approach), drawing on Robinson and Bennett's (1995) framework of counterproductive work behavior.

The availability of the scale developed by Manullang et al. (2025) creates an opportunity for more rigorous empirical investigation of the quiet quitting phenomenon in Indonesia, including among ASN employees. However, to date, no study has used this instrument to examine whether quiet quitting truly occurs within the Indonesian ASN employee population or whether it is instead a social construct amplified by media discourse and public perception. This fundamental question is important to address because it has broad practical implications, ranging from the formulation of ASN employee management policies and the design of employee competency development and well-being programs to the development of more comprehensive bureaucratic reform strategies.

Based on this background, the present study aims to empirically examine whether quiet quitting is a myth or a reality among Indonesian ASN employees by using a psychometrically validated measurement instrument, namely the scale developed by Manullang et al. (2025). Specifically, this study seeks to: (1) identify the prevalence of quiet quitting behavior among Indonesian ASN employees; (2) explore the factors contributing to the emergence of quiet quitting behavior among ASN employees; and (3) formulate evidence-based policy

recommendations to prevent and address the phenomenon of quiet quitting within the government bureaucracy.

This study makes significant theoretical and practical contributions. Theoretically, it enriches the literature in industrial and organizational psychology as well as public administration by providing empirical evidence regarding the validity of the quiet quitting construct within the context of Indonesia's public sector, while also examining the extent to which theories developed in private-sector and developed-country settings can be generalized to different contexts. Practically, the findings of this study may serve as a foundation for policymakers at the National Civil Service Agency (*Badan Kepegawaian Negara/BKN*), the Ministry of Administrative and Bureaucratic Reform (*Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi/KemenPAN-RB*), as well as leaders of government institutions at various levels, in designing targeted interventions to enhance ASN employees engagement, productivity, and well-being, which in turn may contribute to improving the quality of public services and achieving national development goals.

This study employs the Quiet Quitting Scale developed by Manullang et al. (2025), as the scale was constructed based on the cultural context of work in Indonesia and has undergone adequate validity and reliability testing. The scale is considered relevant for measuring the phenomenon of quiet quitting among ASN employees because it encompasses five main dimensions: (1) role boundary setting, (2) rejection of extra effort beyond formal duties, (3) low emotional engagement with work and the organization, (4) control over boundaries between work and personal life, and (5) low motivation and work initiative. The findings of this study are expected to provide an overview of the level and characteristics of quiet quitting among ASN employees in Indonesia, as well as to identify the psychological and organizational factors influencing its emergence, while also serving as an empirical basis for formulating more adaptive and sustainable civil service human resource management policies and strategies. Thus, this study not only seeks to answer the question, "Does quiet quitting exist among Indonesian ASN employees?" but also aims to understand the dynamics, antecedents, and consequences of this phenomenon within the framework of the values and unique context of Indonesian bureaucracy.

METHOD

This study employed a quantitative approach using a survey method involving ASN employees from government institutions across Indonesia. Data were collected at a single point in time to obtain an empirical overview of the level and characteristics of quiet quitting among ASN employees. The determination of the number of respondents was based on Slovin's formula with a 5% margin of error as an estimate of sample adequacy. With the national ASN employee population totaling approximately 5–6 million people, the minimum required sample size was estimated at around 400 respondents. Methodologically, Hair et al. (2019) and Kline (2016) state that quantitative research using inferential statistical analysis requires a minimum sample size of 200–400 respondents in order to produce stable parameter estimates and adequately generalizable results. Therefore, a minimum of 400 respondents was considered sufficient to meet the principle of sample adequacy in a large-scale survey study.

In this study, a total of 447 ASN employee respondents were successfully collected and analyzed, thereby exceeding the minimum sample adequacy threshold recommended both theoretically and statistically. Slovin's formula was used to determine the sample size, not as the basis for the sampling technique. The sampling technique employed was non-probability sampling, specifically convenience sampling combined with snowball sampling. The questionnaire was distributed online to ASN employees who had direct access to the researchers and was further expanded through the respondents' professional networks across

various institutions and regions in Indonesia. This approach was chosen due to limited access to a national sampling frame and the wide geographical distribution of the study population.

RESULTS AND DISCUSSION

Tabel 1. Overall Descriptive Analysis

Quiet Quitting		
N	Valid	447
	Missing	0
	Mean	185.60
	Std. Error of Mean	.854
	Median	184.00
	Mode	186
	Std. Deviation	18.063
	Variance	326.281
	Range	161
	Minimum	130
	Maximum	291
	Sum	82962

Based on Table 1, the overall level of quiet quitting among Indonesian ASN employees was obtained from 447 respondents with no missing data, allowing all respondents to be included in the analysis. The mean score of 185.60, with a median of 184.00 and a mode of 186, indicates that the tendency toward quiet quitting behavior was at a moderate to moderately high level, and that the data distribution was relatively symmetrical, as the mean, median, and mode was close in value. The standard deviation of 18.063 indicates considerable variation in responses among ASN employees, suggesting that the phenomenon of quiet quitting was not experienced uniformly. The very wide score range (130–291) further reinforces the finding that there were ASN employees with very low to very high levels of work engagement.

Overall, these findings indicate that quiet quitting is not a myth, but rather a real phenomenon that exists across a broad spectrum among Indonesian ASN employees, although its intensity varies from one individual to another.

Tabel 2. Descriptive Analysis Results for Generation Z

		Statistics					
		TOTAL	WLB	RSTK	DAMDIG	BATKER	KOMESR
N	Valid	65	65	65	65	65	65
	Missing	0	0	0	0	0	0
	Mean	191.14	40.78	33.78	40.63	37.92	29.97
	Std. Error of Mean	2.138	.563	.515	.661	.690	.494
	Median	190.00	40.00	34.00	40.00	38.00	29.00
	Mode	198	38	33a	41	38	30
	Std. Deviation	17.235	4.536	4.155	5.331	5.566	3.984
	Variance	297.059	20.578	17.265	28.424	30.978	15.874
	Range	106	20	17	29	29	21
	Minimum	149	34	24	31	27	21
	Maximum	255	54	41	60	56	42
	Sum	12424	2651	2196	2641	2465	1948

Table 2 illustrates the level of quiet quitting among Generation Z ASN employees, with a total of 65 respondents, representing approximately 14.5% of the total research respondents (n = 447). This proportion is relatively comparable to the national composition of Generation

Z within the ASN employees, which is estimated to be around $\pm 10\%$ of the total ASN employee population in Indonesia; therefore, the number of Generation Z respondents in this study can still be considered demographically representative. The mean total quiet quitting score of 191.14 indicates a higher tendency compared to the overall average among ASN employees. This suggests that Generation Z is relatively more likely to exhibit quiet quitting behavior. In the work–life balance dimension, the mean score of 40.78 shows that the balance between work and personal life is an important aspect for Generation Z. The mean score for response to work pressure of 33.78 reflects that work pressure is perceived to a considerable extent, while the digital impact dimension has a mean score of 40.63, indicating that the intensity of technology use and digital demands contributes to the work attitudes of this generation. The work boundary dimension, with a mean score of 37.92, shows Generation Z’s tendency to establish clear professional boundaries, while the low emotional commitment dimension, with a mean score of 29.97, indicates relatively weaker emotional attachment to the organization. Overall, quiet quitting among Generation Z appears to reflect more of an effort to maintain life balance and psychological well-being than a withdrawal from work responsibilities.

Tabel 3. Descriptive Analysis Results for the Millennial Generation

		Statistics					
		TOTAL	WLB	RSTK	DAMDIG	BATKER	KOMESR
N	Valid	360	360	360	360	360	360
	Missing						
	Mean	185.05	40.04	33.67	39.48	36.16	28.25
	Std. Error of Mean	.964	.278	.236	.271	.276	.222
	Median	184.00	40.00	33.00	39.00	36.00	28.00
	Mode	181 ^a	37 ^a	31	40	36	26
	Std. Deviation	18.283	5.273	4.474	5.143	5.234	4.204
	Variance	334.262	27.809	20.016	26.451	27.393	17.675
	Range	161	36	33	35	39	36
	Minimum	130	24	22	25	21	14
	Maximum	291	60	55	60	60	50
	Sum	66619	14416	12121	14213	13017	10170

Table 3 presents an overview of quiet quitting among Millennial ASN employees, with a total of 360 respondents. The mean total quiet quitting score of 185.05 indicates a lower level compared to Generation Z, although it still falls within the moderate category. The mean score for work–life balance of 40.04 shows that the issue of balancing work and personal life is also important for this generation, although not as strongly as for Generation Z. The response to work pressure has a mean score of 33.67, which is relatively similar to that of Generation Z, indicating that work pressure is a cross-generational experience. The digital impact dimension, with a mean score of 39.48, suggests that technology also influences Millennials’ work patterns, although not as dominantly as it does for Generation Z. The work boundary dimension, with a mean score of 36.16, indicates that Millennials also establish work boundaries, but with a more moderate intensity. The mean score for low emotional commitment of 28.25 suggests that Millennials’ emotional attachment to the organization is relatively more stable. Thus, quiet quitting among the Millennial generation appears to reflect a rational response to workload and bureaucratic dynamics rather than a stance of emotional disengagement.

Tabel 4. Descriptive Analysis Results for Each Dimension

		WLB	RSTK	DAMDIG	BATKER	KOMESR
N	Valid	447	447	447	447	447
	Missing	0	0	0	0	0
	Mean	40.09	33.67	39.59	36.32	28.42
	Std. Error of Mean	.244	.210	.244	.250	.199
	Median	40.00	34.00	39.00	36.00	28.00
	Mode	40	31	40	36	26
	Std. Deviation	5.152	4.449	5.159	5.294	4.211
	Variance	26.546	19.790	26.620	28.028	17.729
	Range	36	33	35	39	36
	Minimum	24	22	25	21	14
	Maximum	60	55	60	60	50
	Sum	17919	15052	17695	16233	12704

Table 4 presents an overall description of each dimension of quiet quitting among Indonesian ASN employees. The highest mean scores were found in the work-life balance dimension (40.09) and the digital impact dimension (39.59), confirming that quiet quitting among ASN employees is strongly influenced by the need to maintain personal life balance and by changes in work patterns resulting from digitalization. The response to work pressure dimension, with a mean of 33.67, and the work boundary dimension, with a mean of 36.32, indicate that ASN employees tend to establish role boundaries as an adaptive mechanism in response to job demands. Meanwhile, the low emotional commitment dimension had the lowest mean score, at 28.42, suggesting that quiet quitting is not always synonymous with a loss of loyalty or emotional attachment to the organization. These findings confirm that quiet quitting among Indonesian ASN employees is more functional and contextual in nature, rather than a reflection of declining work ethic.

Tabel 5. Independent Samples t-Test

	KELOMPOK	N	Mean	Std. Deviation	Std. Error Mean
TOTAL	0	65	191.14	17.235	2.138
	1	360	185.05	18.283	.964

Tabel 6. Independent Samples Test

									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
TOTAL	Equal variances assumed	.030	.862	2.491	423	.013	6.086	2.443	1.284	10.888
AL	Equal variances not assumed			2.595	91.970	.011	6.086	2.345	1.428	10.743

Tabel 7. Independent Samples Effect Sizes

Table 7: Independent Samples Effect Sizes					
				95% Confidence Interval	
		Standardizera	Point Estimate	Lower	Upper
TOTAL	Cohen's d	18.128	.336	.070	.601
	Hedges' correction	18.160	.335	.070	.600

Glass's delta	18.283	.333	.067	.598
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Table 5 presents the results of the comparison test between Generation Z and Millennial ASN employees regarding the level of quiet quitting. The t-test results showed a significance value of 0.013, indicating a statistically significant difference between the two generational groups. The mean quiet quitting score for Generation Z was higher than that of the Millennial generation, with a mean difference of 6.086. The Cohen's d effect size value of 0.336 indicates that the difference falls within the small to medium category. These findings suggest that although quiet quitting is experienced by both generational groups within the ASN employees, its intensity is relatively higher among Generation Z. Thus, these results reinforce the conclusion that quiet quitting among Indonesian ASN employees is not merely a generational myth, but a real phenomenon occurring across generations with differing characteristics and levels of intensity.

The results of this study indicate that the phenomenon of quiet quitting among Indonesian ASN employees is real and not merely a popular assumption. Based on the overall descriptive scores, ASN employees generally showed quiet quitting scores at a moderate to high level, indicating that minimal work behavior that does not involve extra effort, emotional engagement, or initiative beyond core duties does indeed occur within the ASN context. The conclusion regarding the moderate to moderately high level was drawn from the position of the respondents' mean quiet quitting score, which was above the midpoint of the measurement scale but had not yet reached the maximum category. This suggests that quiet quitting behavior does not appear in an extreme form but is experienced quite consistently by a substantial proportion of respondents as a relatively stable work pattern. Thus, the moderate to moderately high level represents a condition in which ASN employees continue to carry out their formal obligations but limit their work involvement to the minimum standards required by the organization.

These findings are consistent with the concept of quiet quitting, which is defined as employee behavior characterized by fulfilling only the minimum job demands without active engagement or additional contribution (Sitorus & Rachmawati, 2024). At this level, quiet quitting is more appropriately understood as a form of work behavior adjustment rather than as a rejection of work or of the organization. In terms of generational classification, the results show that Generation Z ASN employees have a higher average quiet quitting score than Millennials, which may indicate differences in work priorities and expectations across generations. Generation Z tends to redefine work boundaries and work-life balance as top priorities, so quiet quitting behavior appears more strongly in this group than among Millennials, who may still hold more traditional values regarding work engagement.

The dimensional analysis shows that work-life balance and digital impact are the most dominant aspects of quiet quitting among Indonesian ASN employees, compared with dimensions such as response to work pressure or low emotional commitment. Work-life balance frequently appears in the literature as a major factor driving disengagement behavior, as employees perceive that high workloads without adequate well-being support can disrupt their quality of life (The Guardian, 2025; Kasperczuk et al., 2025). Likewise, digital impact, which includes digital pressure and fatigue resulting from technology-driven work demands, 24/7 communication, and dependence on digital tools, also serves as an important driver of quiet quitting, as it accelerates stress and work exhaustion without being accompanied by adequate psychological resources.

The phenomenon of quiet quitting is the result of a complex interaction between individual psychological factors and organizational context. Psychologically, an imbalance between job demands and an individual's emotional capacity may lead to excessive stress, emotional exhaustion, and feelings of being undervalued, which in turn trigger coping

strategies in the form of disengagement or minimal work behavior (Serenko, 2025). These findings are consistent with the study by Fauzan and Sovitriana (2022), which showed that social support was significantly negatively associated with work stress, whereas workload was significantly positively associated with work stress. Therefore, the combination of low social support and high workload may increase employees' vulnerability to psychological withdrawal from work. In addition, work-life balance and psychological safety play significant roles; when individuals feel that they do not have sufficient space for personal well-being or do not feel psychologically safe at work, work engagement declines and quiet quitting may increase (Nabila & Siswanti, 2025). From an organizational perspective, an overly demanding work culture, lack of recognition, one-way communication, and limited resource support increase the tendency toward quiet quitting because workers feel that extra contributions are not appreciated and that the resources needed to meet job demands are inadequate (Unair JMTT, 2025). In line with this, Fauzan and Sovitriana (2022) emphasized that the higher the level of social support received by employees, the lower their level of work stress, whereas excessive workload over a prolonged period tends to increase work stress.

The findings of this study are highly consistent with the Job Demands-Resources (JD-R) model, which emphasizes that an imbalance between job demands and job resources (including psychological, social, and organizational support) will lead to burnout, disengagement, and defensive mechanisms such as quiet quitting (Bakker & Demerouti, 2017; as discussed in contemporary management research). This argument is reinforced by Sovitriana et al. (2019), who showed that burnout emerges when there is an imbalance between available resources and excessive demands, and that social support has a significant effect in reducing burnout. Under conditions in which work pressure increases without a corresponding increase in adequate resources, ASN employees may choose to withdraw their emotional commitment or limit their involvement as an adaptive response, rather than merely being lazy or lacking dedication. Globally, the phenomenon of quiet quitting is not limited to Indonesia but has also occurred across various occupational sectors, where limiting work to the bare minimum has become an indicator of disengagement behavior driven by the growing need for work-life balance in the post-pandemic era (Suriyanto, 2025).

These findings have important implications for public organizations such as ASN institutions. First, there is a need for a human-centered HR approach that focuses not only on outputs but also on employees' psychological needs and personal lives. Well-being programs, mental health support, and work flexibility can enhance overall work engagement. Second, a healthy work culture needs to be fostered through supportive leadership styles, recognition of individual contributions, and effective two-way communication to minimize feelings of being undervalued, which often trigger quiet quitting. Finally, workload management must be given careful attention so that job demands do not exceed the resources available to ASN employees, including through the implementation of work policies that genuinely support work-life balance. These efforts will help transform quiet quitting from a disengagement phenomenon into an opportunity to strengthen work engagement for both Generation Z and Millennials within the Indonesian bureaucracy.

CONCLUSION

This study concludes that quiet quitting among Indonesian ASN employees is a real phenomenon rather than merely a myth, with its occurrence falling within the moderate to relatively high category. Generational differences were observed, with Generation Z ASN employees showing a higher tendency toward quiet quitting than Millennial ASN employees, reflecting a shift in work values that emphasizes work-life balance, professional boundaries, and psychological well-being. The dimensions of work-life balance and digital impact

emerged as the dominant factors, while low emotional commitment was not the primary factor. These findings are consistent with the Job Demands–Resources (JD-R) theory, which views quiet quitting as an adaptive strategy used by individuals in response to an imbalance between job demands and organizational resources.

Based on these findings, the suggestions and recommendations of this study are formulated as follows:

1. Recommendations for Generation Z ASN Employees

- A. Flexible and well-being-oriented workload management, including clear boundaries regarding job responsibilities and working hours, needs to be strengthened to support work–life balance as a core work value of Generation Z (JD-R Model; Bakker & Demerouti, 2017).
- B. Enhanced organizational support through mentoring and constructive feedback is needed to prevent quiet quitting from developing into prolonged disengagement. (Perceived Organizational Support; Eisenberger et al., 2002).
- C. Healthy management of digital work practices, including limiting expectations for responses outside working hours, needs to be implemented so that technology functions as a work resource rather than a source of pressure (Digital well-being; Sonnentag & Fritz, 2015).

2. Recommendations for Millennial ASN Employees

- A. Strengthening career development and performance recognition systems is important to prevent career stagnation that may encourage quiet quitting. (Self-Determination Theory; Deci & Ryan, 2000).
- B. Enhancing the meaningfulness of work by linking job responsibilities to their impact on public service needs to be optimized in order to maintain work engagement. (Work Meaningfulness; Rosso et al., 2010).
- C. Providing proportional job autonomy can help maintain a balance between work demands and job control. (Job Characteristics Model; Hackman & Oldham, 1980)

3. General Recommendations for ASN Management

- A. Government institutions need to adopt a human-centered HRM approach that places ASN engagement and well-being as integral parts of their performance strategy.
- B. Quiet quitting needs to be understood as an early organizational warning signal, rather than merely as negative behavior, so that it can serve as a basis for evaluating ASN performance management policies and work culture.

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