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# Unpacking Tendency of Quiet Quitting in the Generation Z: A Descriptive Analysis

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**Abstract**

This research aims to explore a descriptive analysis the tendency generation z employees of quiet quitting. Using a quantitative descriptive method, involving 343 generation z employees as participants in various industries through a questionnaire. The research instrument employed was a questionnaire distributed via Google Forms, utilizing the Quiet Quitting Scale (QQS) as the measurement tool and based on the three aspects behavior proposed by Galanis *et al* (2023): Detachment, lack of initiative and lack of motivation. The collected data were analyzed using SEM AMOS version 26 for Windows. The analysis results indicate that generation z employees exhibit a high level tendency of quiet quitting, suggesting that they are tend to work only to the minimum of their job responsibilities, no more, no less. They still carry out their basic duties, but do not show extra enthusiasm, extra loyalty, or participation outside of work hours and formal responsibilities. In addition, the study revealed that the majority of participants were male (52.47%), with the most common length of service being in the 1-5 years (59.76%).

**Keywords:** Quiet Quitting, Generation z

## 1. Introduction

Today, the world of work is attended by several different generations ranging from baby boomers, generation x, generation y (millennials), and generation z who are all active and contribute to the work environment with different experiences, values, and perspectives. Each generation has different expectations, aspirations, values, and tendencies in the work environment [1]. Generation z is one of the new generations in the current job market and is predicted to reach 30% of the total workforce by 2030 [2] Generation z as the generation born in 1995-2012 [3]. Generation z tends to have a desire to leave the organization in a high category [4]. This is because generation z is described as an impatient group, easily bored so that it becomes easily separated from work [5]. In addition, generation z is the least engaged with their work and most likely to suffer from stress and burnout [6].

The latest employee phenomenon described by generation z is the phenomenon what is called quiet quitting. Quiet quitting is defined as a form of disengagement that is starting to become a trend among generation z. Quiet quitting is defined as a phenomenon that shows that employees have no desire to do additional work outside of their main job desc [7]. Employees who do quiet quitting usually only work moderately without any emotional attachment to the organization. This phenomenon refers to minimal commitment and employees' unwillingness to go the extra mile [8]. Employees who engage in quiet quitting do not work overtime, do not attend non-mandatory meetings, and are not proactive at work [9]. Generation z often experiences emotional disengagement, also known as “quiet quitting,” as a response to workplace stress and burnout [10]. The tendency of quiet quitting causes employees to decrease their engagement from their work [11]. Revealed that quiet quitting often arises as a reaction to a toxic work culture, where employees feel unappreciated despite making substantial contributions [12]. Work cultures that do not accommodate work-life balance tend to create a sense of apathy and decreased morale, especially among younger workers who value their time and quality of life more. Addressing this quiet quitting issue through improving work-life balance and psychological safety can improve employee engagement and well-being [13].

## 2. Purpose and Method

This study aims to explore the tendency of quiet quitting belonging to the Generation z. This research employs a descriptive quantitative method. Quantitative data were collected using the Quiet Quitting Scale developed by Galanis *et al* [14]. This scale measures three key aspects: Detachment, lack of initiative and lack of motivation. This scale consists of 15 items and the response to the answer choices used in this scale is the Likert model with 5 alternative answers starting from SS (Strongly Agree), S (Agree), N (Neutral), TS (Disagree), and STS (Strongly Disagree). The population of this study comprises Generation z employees, specially defined as individuals aged between 23 until 28. The sample size consisted of 343 respondents. These employees are currently working in institutions, organizations, or companies and have been employed in their current workplace for a period minimum one year with the status permanent employees.

## 3. Result and Discussion

Data analysis was conducted descriptively on 343 respondents, data are shown as follows:

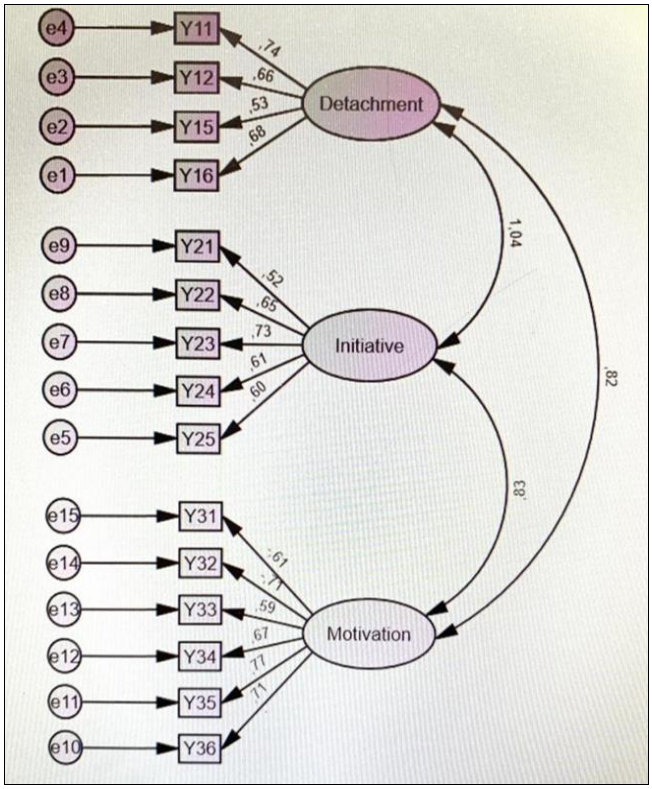


**Fig 1:** Factor Loading Values for Quiet Quitting After Testing

Based on the Fig 1, all items already show a loading factor value greater than 0.5. This shows that all items already valid.for three aspect. Therefore, three item is considered invalid and excluded from the analysis, there lack of initiative aspect, one item did not meet the criteria, specifically item number Y26, which has a loading factor value of 0.367 (< 0.5). After that, for detachment aspect, two item did not meet the criteria, specially item number Y13 and Y14, which has a loading factor value of 0.462 and 0.152 (<0.5). Next, a convergent validity test based on AVE was conducted after eliminating the invalid items, resulting in the following outcomes.

**Table 1:** AVE Value for Quiet Quitting

| Variable/Aspect | AVE Value |
|---|---|
| *Detachment* | 0.43 |
| *Lack of Initiative* | 0.39 |
| *Lack of Motivation* | 0.45 |
| *Quiet Quitting* | 0.43 |

Based on the results above, all aspect of quiet quitting has an AVE value < 0.5. Convergent validity in the measurement model, the Average Variance Extracted (AVE) value should be more than 0.50. However, they also noted that even if the AVE value is less than 0.50, convergent validity is still acceptable if the Composite Reliability (CR) value is more than 0.90 and the factor loading value is more than 0.50 [15]. So, convergent validity is fulfilled because the CR value and factor loading of quiet quitting are adequate. Furthermore, the discriminant validity test on quiet quitting variables can be found in the table below:

**Table 2:** Discriminant Validity of Quiet Quitting

| Aitem | *Detachment* | *Lack of initiative* | *Lack of motivation* |
|---|---|---|---|
| Y16 | **,680** | ,520 | ,378 |
| Y15 | **,533** | ,237 | ,396 |
| Y12 | **,659** | ,435 | ,459 |
| Y11 | **,745** | ,387 | ,498 |
| Y25 | ,421 | **,596** | ,444 |
| Y24 | ,478 | **,613** | ,512 |
| Y23 | ,564 | **,733** | ,217 |
| Y22 | ,327 | **,651** | ,198 |
| Y21 | ,477 | **,525** | ,236 |
| Y36 | ,567 | ,468 | **,707** |
| Y35 | ,654 | ,543 | **,771** |
| Y34 | ,530 | ,209 | **,673** |
| Y33 | ,325 | ,387 | **,586** |
| Y32 | ,443 | ,396 | **,707** |
| Y31 | ,457 | ,477 | **,605** |

The results above show that the the cross loading value on the item construct representing each aspect is greater than the value of the other aspects. This indicates that the items on quiet quitting in this study have appropriately described the latent variables, thus all items are valid. Next, the reliability test for the quiet quitting scale is presented in the table below:

**Table 3:** Quiet Quitting Reliability Test

| Variable | Composite Reliability | Description |
|---|---|---|
| *Quiet Quitting* | .91 | Reliable |

The results above show that the Composite Reliability value is 0.91 (> 0.7). This indicates that the quiet quitting scale has a high level of reliability

**Table 4:** Participants by Gender

| Gender | Frequency (N) | Percentage (%) |
|---|---|---|
| Male | 180 | 52.47 % |
| Female | 163 | 47.52%% |
| **Total** | **343** | **100%** |

Based on Table 4 above, it can be seen that the female participant rate is 47.52%, which is less than the male participant rate of 52.47%. Thus, the majority of research participants were male.

**Table 5:** Participants by Education

| Education | Frequency (N) | Percentage (%) |
|---|---|---|
| Senior High School | 35 | 10.20% |
| Diplome | 79 | 23% |
| Bachelor's Degree | 221 | 64.43% |
| Master's Degree | 8 | 2.33% |
| **Total** | **343** | **100%** |

Based on Table 5, the largest group of subjects in the study consists of those with a Bachelor's degree (S1) totaling 221 individuals (64.43%), while the smallest group comprises subjects with a Master's degree (S2), totaling 8 individuals (2.33%)

**Table 6:** Participants by Work Experience

| Work Experience | Frequency (N) | Percentage (%) |
|---|---|---|
| 1-5 Year | 205 | 59.76% |
| > 5 Year | 138 | 40.23% |
| **Total** | **343** | **100%** |

According to the Table 6, the majority of subjects in the study have work experience 1-5 year, totaling 205 individuals (59.76%), while the group with work experience > 5 years consists of 128 individuals (40.23%).

**Table 7:** Participants by Work Field

| Work Field | Frequency (N) | Percentage (%) |
|---|---|---|
| Finance | 53 | 15.45% |
| Mining | 49 | 14.28% |
| Agriculture | 48 | 13.99% |
| Retail | 41 | 11.95% |
| Education | 30 | 8.74% |
| Technology | 31 | 9.03% |
| Health | 31 | 9.03% |
| Marketing | 30 | 8.74% |
| Law | 19 | 5.53% |
| Advertising | 3 | 0.87% |
| Government | 2 | 0.58% |
| Logistic | 1 | 0.29% |
| E-commerce | 1 | 0.29% |
| Hospitality | 1 | 0.29% |
| Automotive | 1 | 0.29% |
| Contractors | 1 | 0.29% |
| Food and beverage | 1 | 0.29% |
| **Total** | **343** | **100%** |

According to the Table 7, the most prevalent field among the subjects in the study is finance, with 53 individuals (15.45%), while the least represented fields logistic, eccommerce, hospitality, automotive, contractor and food beverage, each with just 1 individual in every fields (0.29%).

**Table 8:** Categorization of Quiet Quitting

| Range | Categorization | Frequency | Percentage |
|---|---|---|---|
| $X < 35$ | Low | 13 | 3.79% |
| $35 \leq X < 55$ | Medium | 107 | 31.19% |
| $55 \leq X$ | High | 223 | 65.01% |
| **Total** | | **343** | **100%** |

Based on the Table 8, show that there are 13 subjects (3.79%) in the low quiet quitting category, 107 subjects (31.19%) in the medium quiet quitting category, and 223 participants (65.1%) in the high quiet quitting category. This data indicates that the majority of subjects exhibit a high level tendency of quiet quitting.

## 4. Conclusion

This study presents an analysis tendency of quiet quitting among the "generation z" employees in Indonesia. Based on a total of 343 participants, the results show that 65.1% of the majority group exhibit high levels tendency of quiet quitting, indicating that employees from the "generation z" in Indonesia tend to work only to the minimum of their job responsibilities, no more, no less. They still carry out their basic duties, but do not show extra enthusiasm, extra loyalty, or participation outside of work hours and formal responsibilities.. Additionally, the study reveals that male subjects dominate the sample (52.47%), and the most common work experience range is 1-5 year, showing that many employees in this study are relatively early in their careers.

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