



Quiet Quitting Among Millennials: Causing Factors And Its Impact On Employees' Performance In The Public And Private Sectors

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ABSTRACT

The phenomenon of quiet quitting is increasingly observed among millennial employees, driven by shifting values, expectations, and the pursuit of work-life balance. This study analyzes the determinants of quiet quitting, its impact on the performance of millennial employees in the government and private sectors in Bengkulu Province, and compares the two sectors. Using a quantitative approach, questionnaires were distributed to 250 non-managerial employees, and data were analyzed using PLS-SEM and Multi-Group Analysis (MGA). All measurement instruments met validity and reliability criteria. The findings show that job demands significantly reduce employee engagement and increase quiet quitting, while job resources significantly enhance engagement and performance but do not directly influence quiet quitting. Employee engagement was found to improve performance and reduce quiet quitting, whereas quiet quitting negatively affected performance. A significant chain mediation effect was identified through employee engagement and quiet quitting in the relationship between job demands, job resources, and performance. MGA results indicated no significant differences between the government and private sectors. The study highlights the importance of managing job demands and strengthening job resources through proactive HR practices, Leadership support, balanced workloads, and career development to minimize quiet quitting and sustain organizational performance.

INTRODUCTION

In recent years, the world of work has undergone a significant transformation due to the COVID-19 pandemic, accelerated digitalization, and changing values embraced by the modern generation of workers. These dynamics have given rise to various behavioral responses in the

workplace, including quiet quitting. This refers to a situation in which employees work according to their formal job descriptions without emotional involvement, additional commitment, or further participation in the organization. Although they continue to perform their jobs administratively, psychologically, they have withdrawn from the work environment.

Quiet quitting should not be viewed as a passing trend, but rather as a reflection of workers' growing awareness of work-life balance, mental health, and the need for a supportive work environment. Hamilton, Jolles, & Lordan (2023), noted a decline in volunteer engagement among millennials and Gen Z, indicating a shift in values from institutional loyalty to the pursuit of work meaning and individual Well-being. Mahand & Caldwell (2023), added that quiet quitting can arise from an organization's failure to provide recognition, effective communication, and an empathetic work culture.

From an academic perspective, this phenomenon can be explained through two main theoretical frameworks: the Job Demands–Resources (JD-R) Model and Social Exchange Theory (SET). The JD-R model positions job demands as a stress-causing factor that can reduce employee engagement and increase withdrawal behavior. In contrast, job resources contribute to increased motivation, engagement, and capacity to complete tasks. Meanwhile, SET views quiet quitting as a reaction to perceived unfair social exchanges, when an employee's contributions are not in line with the support, rewards, or opportunities received from the organization (Rahmadara & Rachmawati, 2025).

The phenomenon of quiet quitting is not limited to Western countries; it has also been identified in Southeast Asia. Sarwar et al (2024) found that nearly half of millennials in Malaysia are considering quiet quitting, indicating a shift in this generation's work behavior at the regional level. In Indonesia, signs of quiet quitting are evident in both the public and private sectors. The public sector often faces bureaucracy and seniority-based reward systems. In contrast, the private sector often demands high targets and an intense work pace, which can increase the risk of burnout. Both conditions, although different in nature, can trigger quiet quitting.

Bengkulu Province has a workforce dominated by millennials. According to Statistics Indonesia (BPS) data (2025), there were 532,907 millennial workers out of a total employed population of 1.1 million. This composition indicates that millennial work behavior will significantly influence regional productivity, so increasing quiet quitting among this group could significantly impact the Performance of both the government and private sectors.

Empirical studies on quiet quitting in Indonesia are still limited, particularly those that analyze the causal factors and consequences, and compare the phenomenon between the two sectors. Furthermore, research integrating job demands, job resources, employee engagement, quiet quitting, and employee performance into a single structural model using the PLS-SEM approach is still rare.

Based on this gap, this study was conducted to analyze the influence of job demands and job resources on employee engagement, quiet quitting, and the Performance of millennial employees, while also examining differences in their influence across the government and private sectors in Bengkulu Province. This study is expected to make theoretical contributions to enrich the literature on millennial withdrawal behavior and to generate practical recommendations for organizations to develop human resource management strategies that are adaptive to today's workforce's changing values and expectations.

LITERATURE REVIEW

The phenomenon of quiet quitting has been increasingly discussed in human resource management studies due to its association with changes in the values, expectations, and behavioral patterns of the millennial generation in the workplace. To comprehensively understand this phenomenon, this study integrates two main theoretical foundations: the Job Demands–Resources (JD-R) Model (Demerouti et al., 2001) and Social Exchange Theory (Blau,

1964). These two perspectives provide a structural and psychological understanding of how job demands and resources, as well as perceptions of fairness in exchange relationships, influence employee engagement, withdrawal behavior, and Performance. In the JD-R Model, job conditions are categorized into two dimensions: job demands and job resources. Job demands reflect aspects of work that cause physical and psychological stress, such as workload, time pressure, and role conflict. If these demands continue to increase without adequate resources, burnout, stress, decreased motivation, and reduced engagement can occur. Conversely, job resources such as social support from superiors, job autonomy, opportunities for self-development, and constructive feedback serve to increase motivation and engagement. An imbalance between high demands and low resources has been demonstrated in numerous studies to trigger withdrawal behaviors, including quiet quitting (Çelebi et al., 2025; Moisoglou et al., 2024).

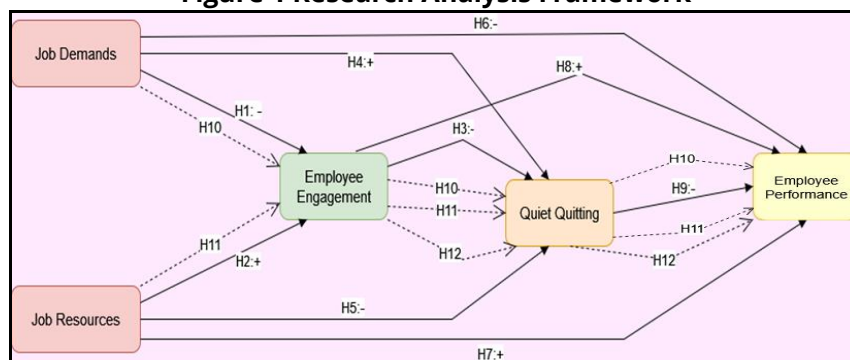
Meanwhile, Social Exchange Theory emphasizes that the relationship between employees and organizations is built on the principle of reciprocity. When employees perceive significant contributions but receive little support or appreciation, they may respond by psychologically withdrawing, reflecting an imbalance in the exchange. Quiet quitting, in this context, is a response to perceived injustice, particularly when millennials' values and expectations regarding work-life balance, development opportunities, and organizational fairness are not met (Kurniawan & Widyatama, 2025; Rahmadara & Rachmawati, 2025).

Previous research has shown that high job demands correlate with burnout, emotional exhaustion, and decreased engagement (Taufik et al., 2024). Job resources act as a psychological buffer, increasing work enthusiasm, engagement, and Performance (Galanis et al., 2023; Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2007). Employee engagement itself is a crucial mechanism in the JD-R model, where high levels of engagement have been shown to suppress quiet quitting and improve Performance (Schaufeli & Taris, 2014; Sitorus & Rachmawati, 2024). Conversely, low engagement is an early indicator of quiet quitting, which then impacts productivity, team collaboration, and work quality (Çelebi et al., 2025; Hamilton et al., 2023).

Empirically, studies on quiet quitting in Indonesia are still limited, particularly those comparing the government and private sectors. However, both sectors have different organizational characteristics, such as reward systems, bureaucracy, work flexibility, and organizational culture, which potentially create different pathways of influence on engagement, quiet quitting, and Performance. This creates a crucial research gap, particularly for the millennial generation, which now dominates the national and regional workforce, including Bengkulu Province.

Based on prior theory and research, this study develops an analytical framework integrating the effects of job demands and job resources on employee engagement, quiet quitting, and employee performance, with employee engagement and quiet quitting as mediators. Furthermore, this study examines differences in the pathways of influence between the public and private sectors using Multi-Group Analysis (MGA) techniques.

Figure 1 Research Analysis Framework



Source: Bakker & Demerouti (2007)

Based on the analysis framework, the research hypothesis is formulated as follows:

- H1: Job demands have a negative impact on Employee Engagement.
- H2: Job Resources have a positive effect on Employee Engagement.
- H3: Employee Engagement negatively affects Quiet Quitting.
- H4: Job Demands have a positive effect on Quiet Quitting.
- H5: Job Resources have a negative effect on Quiet Quitting.
- H6: Job Demands have a negative impact on Employee Performance.
- H7: Job Resources have a positive effect on Employee Performance.
- H8: Employee Engagement has a positive effect on Employee Performance.
- H9: Quiet Quitting has a negative impact on Employee Performance.
- H10: Employee Engagement and Quiet Quitting mediate the influence of Job Demands on Employee Performance.
- H11: Employee Engagement and Quiet Quitting mediate the influence of Job Resources on Employee Performance.
- H12: Quiet Quitting mediates the relationship between Employee Engagement and Employee Performance.
- H13: There are differences in the paths of influence between variables in the government sector and the private sector.

METHODS

This study uses a quantitative, explanatory design to analyze the causal relationships among job demands, job resources, employee engagement, quiet quitting, and employee performance. The study population comprises millennial-generation employees working in the government and private sectors in Bengkulu Province. A purposive sampling technique was used with the following criteria: (1) born in 1981–1996, (2) working as a non-managerial employee, and (3) having a minimum of one year of service. A total of 250 respondents met the criteria, and this number was suitable for Structural Equation Modeling analysis based on Partial Least Squares (SEM-PLS).

Data collection was conducted through offline and online questionnaires using a Likert scale of 1–5. The research instrument adapted indicators from the Job Demands–Resources model (Demerouti et al., 2001) for job demands and job resources, the Utrecht Work Engagement Scale (UWES) for employee engagement, the quiet quitting scale from Hamilton et al. (2023), and individual performance indicators from Campbell (1990). All constructs were treated as reflective constructs.

Data analysis was performed using SEM-PLS in SmartPLS. The outer model evaluation included tests of convergent validity, discriminant validity, and construct reliability. Inner model evaluation was performed using path coefficients, t-statistics, p-values, R^2 , effect sizes (f^2), predictive relevance (Q^2), and goodness-of-fit. A bootstrapping process with 5,000 subsamples was used to test the significance of the path coefficients. Furthermore, a Multi-Group Analysis (MGA) was used to identify differences in the influence of variables between the government and private sectors

RESULTS

A total of 250 respondents participated in this study; respondents came from various regions in Bengkulu Province, with a fairly diverse distribution. The majority resided in Bengkulu in Bengkulu City (20%), followed by the Regency of Rejang Lebong (14.8%) and Seluma (12%). Meanwhile, the lowest proportion came from the Regency of Mukomuko and Central Bengkulu, each at 5.6%. This distribution shows a good representation of the working population across the various districts/cities in Bengkulu Province.

In terms of gender, respondents are dominated by women (56%), while men account for 44%. This composition reflects a relatively balanced gender distribution among government and private sector workers.

Based on educational level, most respondents have a tertiary education: S1 (65%), followed by High School/Vocational School graduates (18%), D3 (13%), and a small proportion with S2/S3 (4%). This finding shows that the majority of respondents are highly educated workers.

Based on age, respondents are dominated by those aged 29–32 years (38%), followed by those aged 33–36 years (31%) and 37–40 years (23%), while those aged 41–44 years made up only 8%. This indicates that the majority of respondents were millennials, the study's primary focus.

The length of time respondents worked also varied. 34% of respondents have a working period of 1–3 years, followed by 4–6 years (33%), then 7–9 years (13%), and 20% have worked for more than 10 years. This distribution shows a mix of experienced workers and relatively new workers.

Regarding work status, 46% of respondents are employees.ASN (PNS/PPPK), whereas 35% of employees in the private sector, 15% are workers in a private contract, and 4% are officers (Non-ASN, government honorary). This composition supports the Multi-Group analysis because it reflects the two work sectors (government vs. private) that are of interest in this study.

Table 1. Demographic Characteristics of Respondents

Respondent Demographics	Category	Total (people)	Percentase (%)
Domicile	Bengkulu Selatan	24	9.6%
	Bengkulu Utara	27	10.8%
	Kaur	16	6.4%
	Mukomuko	14	5.6%
	Rejang Lebong	37	14.8%
	Lebong	16	6.4%
	Seluma	30	12%
	Bengkulu Tengah	14	5.6%
	Kepahiang	22	8.8%
	Kota Bengkulu	50	20%
Gender	Male	111	44%
	Female	139	56%
Education	High School/Vocational School	45	18%
	D3	33	13%
	S1	163	65%
	S2/S3	9	4%
Age	29 - 33	96	38%
	34 - 36	77	31%
	37 - 40	57	23%
	41 - 44	20	8%
Year of Service	1-3 years	85	34%
	4-6 years	82	33%
	7-9 years	33	13%
	>10 years	50	20%
Employment Status	ASN (PNS/PPPK)	114	46%
	Non-ASN (government honorary)	11	4%
	Private Sector Permanent	88	35%
	Private Contract	37	15%

Respondent Demographics	Category	Total (people)	Percentage (%)
Total Respondents	—	250	100%

Source: Data Processed, 2025

Data analysis was conducted using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS. The analysis procedure consisted of (1) evaluating the measurement model (outer model), (2) assessing the structural model (inner model), and (3) conducting Multi-Group Analysis (MGA).

Measurement Model Evaluation

The measurement model was examined to ensure indicator validity and construct reliability. The results show that all indicators met the convergent validity criteria, with outer loadings > 0.70. Furthermore, all constructs had Composite Reliability (CR) and Cronbach's Alpha above 0.70, and Average Variance Extracted (AVE) values above 0.50, indicating satisfactory reliability and convergent validity (Hair, Ringle, Hult, & Sartstedt, 2021).

Table 2. Outer Loading, Composite Reliability, and Average Variance Extracted

Variable	Measurement Item	Indicator	Outer Loading	Cronbach's Alpha	Composite Reliability	AVE
Job Demands	JD1	Workload	0.86	0.878	0.916	0.731
	JD2	Time pressure	0.879			
	JD3	Role conflict	0.864			
	JD4	Overtime demands	0.817			
Job Resources	JR1	Social support from colleagues/supervisors	0.828	0.907	0.928	0.683
	JR2	Autonomy in completing tasks	0.774			
	JR3	Constructive feedback	0.761			
	JR4	Opportunities for self-development	0.862			
	JR5	Provision of adequate facilities or resources	0.873			
	JR6	Participation in decision-making at work	0.852			
Employee Engagement	EE1	Enthusiasm for work	0.877	0.885	0.921	0.746
	EE2	Affective commitment to the organization	0.76			
	EE3	Focus and energy during work	0.895			
	EE4	Pride in being part of the organization	0.914			
Quiet Quitting	QQ2	Avoiding tasks beyond job responsibilities	0.746	0.795	0.86	0.613
	QQ3	Rarely participating actively in team activities	0.897			
	QQ4	Working only to fulfill basic obligations	0.908			

Variable	Measurement Item	Indicator	Outer Loading	Cronbach's Alpha	Composite Reliability	AVE
Employee Performance	KK1	Quality of work results	0.869	0.906	0.934	0.78
	KK2	Quantity of completed work	0.882			
	KK3	Timeliness in completing tasks	0.897			
	KK4	Initiative and responsibility in work	0.884			

Source: Data Processed, 2025

Discriminant Validity

Discriminant validity was assessed using the Fornell–Larcker criterion and the Heterotrait-Monotrait Ratio (HTMT). The Fornell–Larcker results show that the square root of each construct's AVE was higher than its correlations with other constructs, confirming discriminant validity. Similarly, all HTMT values were below 0.90, indicating a clear conceptual distinction between constructs (Henseler, Hubona, & Ray, 2016).

Table 3. Fornell-Lecker

Variable	Employee Engagement	Job Demands	Job Resources	Performance Employee	Quiet Quitting	Ket.
Employee Engagement	0.864					Valid
Job Demands	-0.525	0.855				Valid
Job Resources	0.700	-0.529	0.826			Valid
Performance Employee	0.721	-0.510	0.636	0.883		Valid
Quiet Quitting	-0.560	0.560	-0.449	-0.576	0.854	Valid

Source: Data Processed, 2025

Table 4. Heterotrait-Monotrait Ratio (HTMT)

Variable	Employee Engagement	Job Demands	Job Resources	Performance Employee
Job Demands	0.586			
Job Resources	0.771	0.593		
Performance Employee	0.803	0.569	0.695	
Quiet Quitting	0.654	0.664	0.519	0.663

Source: Data Processed, 2025

Collinearity Assessment and Model Fit

Variance Inflation Factor (VIF) values were all below 5, indicating no multicollinearity issues in the model. Model fit indices show SRMR = 0.051, which is below the recommended threshold of 0.08 (Henseler et al., 2016). Additionally, the Goodness of Fit (GoF) = 0.611, which is categorized as large (Wetzels, Odekerken-Schröder, & Van Oppen, 2009), further confirming the adequacy of the model.

Table 5. VIF, SRMR and GoF

Variabel	Employee Engagement	Performance Employee	Quiet Quitting
Employee Engagement		2.328	2.095
Job Demands	1.388	1.715	1.485
Job Resources	1.388	2.107	2.107
Quiet Quitting		1.700	

	Taksiran Model
SRMR	0.051
GoF	0.611

Source: Data Processed, 2025

Coefficient of Determination (R²)

The R² values indicate the predictive power of exogenous variables on endogenous variables. Employee Engagement (0.523), Quiet Quitting (0.412), and Performance Employee (0.592) fall in the moderate category (Hair et al., 2021). This suggests that the model is sufficiently capable of explaining variations in the dependent variables.

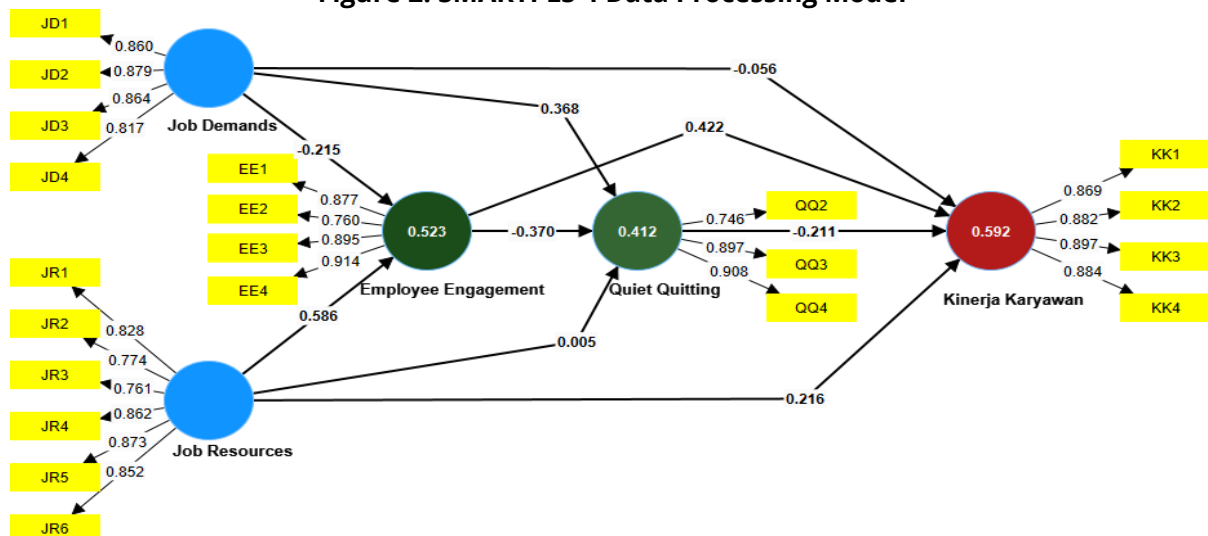
Table 6. R-Squere

Variable Depend	R-square	R-square adjusted
Employee Engagement	0.523	0.519
Performance Employee	0.592	0.585
Quiet Quitting	0.412	0.404

Source: Data Processed, 2025

The SmartPLS structural model output is shown in Figure 2, illustrating the loading values, path coefficients, and construct relationships.

Figure 2. SMARTPLS 4 Data Processing Model



Source: Data Processed, 2025

Figure 2 presents the structural model generated through SmartPLS, illustrating the estimated path coefficients and the strength of relationships among constructs within the proposed framework.

The hypothesis-testing results yield several important findings. First, Job Demands show a significant adverse effect on Employee Engagement ($\beta = -0.215$; $p = 0.000$), indicating that higher levels of workload, time pressure, and role conflict reduce employees' psychological attachment to their work. Job Demands also exert a significant positive influence on Quiet Quitting ($\beta = 0.368$; $p = 0.000$), suggesting that excessive job pressure increases disengagement behaviors. However, Job Demands do not significantly influence Employee Performance ($\beta = -0.056$; $p = 0.207$), implying that employees may still maintain Performance despite high demands, possibly due to external pressures or organizational expectations.

Second, Job Resources significantly enhance Employee Engagement ($\beta = 0.586$; $p = 0.000$) and Employee Performance ($\beta = 0.216$; $p = 0.001$). This finding supports the JD-R assumption that autonomy, social support, constructive feedback, and developmental opportunities strengthen employees' motivation and Performance. Nevertheless, Job Resources do not significantly reduce Quiet Quitting ($\beta = 0.005$; $p = 0.474$), indicating that resource availability alone may not directly prevent minimal-effort behavior unless accompanied by deeper motivational factors.

Third, Employee Engagement demonstrates a strong positive effect on Employee Performance ($\beta = 0.422$; $p = 0.000$) and a significant adverse effect on Quiet Quitting ($\beta = -0.370$; $p = 0.000$). These results reinforce the role of engagement as a central motivational mechanism that enhances productivity while reducing withdrawal tendencies. Finally, Quiet Quitting significantly lowers Employee Performance ($\beta = -0.211$; $p = 0.000$), confirming its detrimental impact on workplace outcomes.

The complete results of the direct-effect hypothesis testing are presented in Table 7.

Table 7. Hypothesis Testing Results (Direct Effects)

Relationship (Path)	Path coefficient	T statistics	P values	Significance
Employee Engagement -> Performance Employee	0.422	6.072	0.000	Significant
Employee Engagement -> Quiet Quitting	-0.37	4.948	0.000	Significant
Job Demands -> Employee Engagement	-0.215	3.957	0.000	Significant
Job Demands -> Performance Employee	-0.056	0.818	0.207	Not significant
Job Demands -> Quiet Quitting	0.368	5.704	0.000	Significant
Job Resources -> Employee Engagement	0.586	12.491	0.000	Significant
Job Resources -> Performance Employee	0.216	3.251	0.001	Significant
Job Resources -> Quiet Quitting	0.005	0.066	0.474	Not significant
Quiet Quitting -> Performance Employee	-0.211	3.371	0.000	Significant

Source: Data Processed, 2025

Indirect (Mediation) Effects

The results of the mediation analysis reveal several significant indirect pathways. Employee Engagement significantly mediates the relationships among Job Demands, Job Resources, and Employee Performance by influencing Quiet Quitting. Specifically:

1. Employee Engagement → Quiet Quitting → Performance shows significant mediation ($\beta = 0.078$; $p = 0.002$), indicating that lower levels of Quiet Quitting strengthen the positive effect of engagement on Performance.
2. Job Demands → Employee Engagement → Quiet Quitting → Performance ($\beta = -0.017$; $p = 0.011$) suggests that job demands indirectly impair Performance by reducing engagement and increasing Quiet Quitting.
3. Job Resources → Employee Engagement → Quiet Quitting → Performance ($\beta = 0.046$; $p = 0.003$) shows that resources enhance Performance indirectly through higher engagement and reduced withdrawal behavior.

These findings affirm the central mediating role of Employee Engagement and Quiet Quitting within the JD-R theoretical framework, emphasizing that both constructs are key mechanisms through which job characteristics influence Performance.

Table 8. Mediation Effects (Indirect Effects)

Relationship (Path)	Original sample (O)	T statistics (O/STDEV)	P values	Significance
Employee Engagement > Quiet Quitting > Performance Employee	0.078	2.838	0.002	Significant
Job Demands > Employee Engagement > Quiet Quitting > Performance Employee	-0.017	2.286	0.011	Significant
Job Resources > Employee Engagement > Quiet Quitting > Performance Employee	0.046	2.773	0.003	Significant

Source: Data Processed, 2025

Effect Size (f²)

Effect size (f²) was assessed to determine the magnitude of each predictor’s contribution to the endogenous constructs. Following Hair et al. (2021), f² values of 0.02, 0.15, and 0.35 indicate small, medium, and large effects, respectively.

Table 9 shows that Job Resources → Employee Engagement has the largest effect size (f² = 0.518), indicating a substantial contribution of job resources to engagement. Several other relationships fall within the medium range, including Employee Engagement → Performance and Job Demands → Quiet Quitting, suggesting meaningful predictive contributions. The remaining paths demonstrate minor effects, while Job Demands → Performance and Job Resources → Quiet Quitting exhibit negligible influence.

Table 9. Effect Size (f²)

Variable	Employee Engagement	Performance Employee	Quiet Quitting
Employee Engagement		0.188	0.111
Job Demands	0.070	0.005	0.155
Job Resources	0.518	0.054	0.000
Quiet Quitting		0.064	

Source: Data Processed, 2025

Predictive Relevance (Q²)

The predictive relevance of the model was evaluated using the Q² values obtained through the blindfolding procedure. According to Hair et al. (2021), Q² values greater than 0 indicate that the model is predictive, with higher values reflecting greater predictive accuracy.

Table 10 shows that all endogenous constructs have Q² values above zero: Employee Engagement (0.512), Quiet Quitting (0.332), and Employee Performance (0.434). These values fall within the moderate-to-strong predictive range, indicating that the structural model has robust predictive capability. Thus, the model can be considered reliable in explaining and predicting the behavioral and Performance outcomes examined in this study.

Table 10. Q² Predict

	Q ² Predict
Employee Engagement	0.512
Performance Employee	0.434
Quiet Quitting	0.332

Source: Data Processed, 2025

Measurement Invariance (MICOM)

Before comparing groups, the Measurement Invariance of Composite Models (MICOM) procedure was conducted to ensure measurement model equivalence across the government and private sectors. As presented in Table 11, all latent constructs met the criterion for compositional invariance (correlation values ≈ 1; p > 0.05), indicating that the constructs were formed similarly across groups. The results of Step 3 show several differences in means and variances; however, because compositional invariance is achieved, the model fulfills partial measurement invariance, allowing the use of Multi-Group Analysis (MGA).

Table 11. MICOM (Steps 2 & 3)

Latent Construct	Step 2: Compositional Invariance	Step 3A: Mean Differences		Step 3B: Variance Differences	
	MIC Value (Correlation Permutation)	Original Diff.	p-value	Original Diff.	p-value
Employee Engagement	0.999	-0.174	0.182	-0.008	0.966
Job Demands	0.999	0.167	0.189	0.441	0.008
Job Resources	0.999	-0.309	0.017	0.349	0.040
Performance Employee	1	-0.320	0.013	0.050	0.761
Quiet Quitting	0.999	0.295	0.021	0.130	0.450

Source: Data Processed, 2025

Multi-Group Analysis (PLS-MGA)

The results of the Multi-Group Analysis presented in Table 12 show that none of the structural paths differ significantly between the government and private sector groups (p > 0.05). This indicates that the structural relationships among Job Demands, Job Resources, Employee Engagement, Quiet Quitting, and Performance are statistically consistent across both sectors.

Although statistically insignificant, several practical patterns emerge. The effect of Job Demands on Quiet Quitting appears firmer among government employees, while the influence of Employee Engagement on Performance tends to be higher among private-sector employees.

These patterns suggest nuanced organizational differences that may be explored in future research.

Table 12. Multi-Group Analysis (PLS-MGA)

Variable	Original (SEKTOR 1)	Original (SEKTOR 2)	Difference (SEKTOR_1 - SEKTOR_2)	1-tailed (SEKTOR_1 vs SEKTOR_2) p value	2-tailed (SEKTOR_1 vs SEKTOR_2) p value
Employee Engagement > Performance Employee	0.389	0.454	-0.064	0.687	0.627
Employee Engagement > Quiet Quitting	-0.384	-0.379	-0.005	0.508	0.983
Job Demands > Employee Engagement	-0.234	-0.195	-0.039	0.64	0.721
Job Demands > Performance Employee	-0.029	-0.062	0.033	0.408	0.817
Job Demands > Quiet Quitting	0.450	0.249	0.201	0.077	0.154
Job Resources > Employee Engagement	0.592	0.580	0.012	0.449	0.898
Job Resources > Performance Employee	0.207	0.217	-0.009	0.529	0.942
Job Resources > Quiet Quitting	0.018	0.016	0.002	0.492	0.985
Quiet Quitting > Performance Employee	-0.291	-0.145	-0.146	0.893	0.215
Job Demands > Employee Engagement > Quiet Quitting > Performance Employee	-0.026	-0.011	-0.015	0.864	0.271
Job Resources > Employee Engagement > Quiet Quitting > Performance Employee	0.066	0.032	0.034	0.144	0.288
Employee Engagement > Quiet Quitting > Performance Employee	0.112	0.055	0.057	0.143	0.287

Source: Data Processed, 2025

DISCUSSION

The results of this study indicate that the dynamics of job demands, job resources, employee engagement, and quiet quitting provide significant contributions in explaining the Performance of millennial employees in the government and private sectors in Bengkulu Province. These findings emphasize the relevance of the Job Demands–Resources (JD-R) Model and Social Exchange Theory (SET) in understanding millennial work behavior, which emphasizes workload balance, perceptions of fairness, and the quality of reciprocal relationships with the organization.

The first finding indicates that job demands have a significant adverse effect on employee engagement. This result is consistent with the JD-R Model, which states that excessive work

demands drain employees' energy and reduce their capacity to remain engaged in their work (Demerouti et al., 2001). This finding is also reflected in Taufik's (2024) research, which confirms that high workloads increase the risk of disengagement, especially among millennials who prioritize work-life balance. This explains why employees with excessive work demands tend to lose interest, enthusiasm, and commitment to the organization.

However, job demands did not significantly impact employee performance. This finding is interesting because it contradicts the common assumption that high work pressure continuously decreases Performance. This finding aligns with the idea that some individuals can maintain Performance due to work standards, monitoring systems, or mandatory task demands, particularly in the public sector. This situation illustrates the phenomenon of "performance maintenance under stress," in which employees continue to meet minimum performance standards despite decreased engagement.

Conversely, job demands have been shown to increase quiet quitting significantly. This supports the argument that work overload and psychological exhaustion lead individuals to mentally withdraw, stop putting in extra effort, and perform work below the minimum standard. These results align with research by Moisoglou et al. (2024) and Çelebi et al. (2025), which found that high work pressure is a significant trigger for quiet quitting.

On the other hand, job resources play a crucial role in significantly increasing employee engagement. This finding reinforces the view that organizational support, development opportunities, autonomy, and resource availability help build motivating working conditions (Xanthopoulou et al., 2007). Job resources also have a significant positive effect on Performance, indicating that a supportive work environment enables individuals to work more effectively and productively. This aligns with Sitorus & Rachmawati (2024), who explain that job resources strengthen employees' energy and capabilities in achieving work goals.

In contrast, job resources did not significantly affect quiet quitting. This finding suggests that even when employees have adequate resources, other psychological or organizational factors can still trigger withdrawal behavior. Millennials, for example, are susceptible to fairness, meaningful work, and organizational ethical standards (Sarwar et al., 2024). Therefore, adequate resources may not be sufficient to prevent quiet quitting if there are factors of unfairness or unrealistic work expectations.

The influence of employee engagement in this study proved significant. Employee engagement significantly improved Performance and reduced quiet quitting. This supports the argument that engaged individuals have a high emotional and cognitive commitment to their work, making them less likely to withdraw psychologically (Schaufeli et al., 2002). These findings also support research by Galanis et al. (2023), which asserts that engagement serves as a protective barrier against disengaged behaviors such as quiet quitting.

Quiet quitting itself has been shown to reduce employee performance significantly. This finding aligns with Hamilton et al. (2023), who stated that working only to the minimum requirements impacts work quality, collaboration, and productivity. Quiet quitting reflects a loss of intrinsic motivation, thus logically directly impacting Performance.

Multi-Group Analysis (MGA) showed no significant differences between sectors. This indicates that the pattern of relationships among variables is relatively consistent across both government and private-sector employees. However, differences in practical patterns provide interesting insights: in the government sector, job demands have a stronger influence on quiet quitting, while in the private sector, engagement has a stronger influence on Performance. Differences in work context, organizational structure, and professional expectations across sectors may explain these variations.

The findings of this study confirm that quiet quitting is not merely a passing trend but a psychological response to unbalanced demands and resources, as well as to a misalignment in the reciprocal relationship between employees and the organization, as explained by Social Exchange Theory. Therefore, organizational efforts to suppress quiet quitting and improve Performance must

focus on workload management, adequate resource allocation, and strengthening engagement through a fair and supportive work climate.

CONCLUSION

This study aims to analyze the factors influencing quiet quitting and its impact on the Performance of millennial-generation employees in the government and private sectors in Bengkulu Province, by integrating the Job Demands–Resources (JD-R) Model and Social Exchange Theory (SET). The results show that job demands and job resources play a significant role in shaping employee engagement, quiet quitting behavior, and employee performance.

The findings indicate that job demands negatively impact employee engagement and positively impact quiet quitting. This means that high workload, time pressure, and role conflict encourage millennial employees to withdraw from their jobs psychologically. Conversely, job resources have been shown to increase engagement and positively impact Performance, highlighting the importance of social support, autonomy, and opportunities for self-development for employees. However, job resources did not significantly affect quiet quitting, suggesting that job resource availability alone is insufficient to suppress withdrawal behavior without work engagement and perceptions of fair social exchange.

Employee engagement proved to be a significant mediator in the model, with higher engagement increasing Performance and decreasing quiet quitting. Quiet quitting was shown to decrease Performance, reinforcing the view that employees who work solely to fulfill obligations without emotional involvement tend to perform worse.

Mediation analysis showed that job demands indirectly decreased Performance through decreased engagement and increased quiet quitting. Conversely, job resources increased Performance primarily through increased engagement.

The results of the Multi-Group Analysis indicate that there are no significant differences between the government and private sectors in the patterns of relationships between variables. However, in practice, the influence of job demands on quiet quitting is more substantial in the government sector. In contrast, the influence of employee engagement on Performance is more substantial in the private sector.

This research confirms that quiet quitting among millennials is influenced by structural workplace conditions and perceptions of social exchange. To minimize quiet quitting and improve Performance, organizations need to manage workloads appropriately, strengthen workforce resources, and create a work environment that fosters employee engagement and fairness.

LIMITATION

This study has several limitations that should be considered when interpreting the results and developing further research. First, the study used a cross-sectional design, which means it cannot capture long-term changes in quiet quitting behavior, work engagement, or employee performance dynamics. Therefore, the causal relationships obtained are based solely on conditions at a specific point in time.

Second, the research area was limited to Bengkulu Province, so the results cannot be broadly generalized to other national or regional contexts. Differences in organizational culture, job characteristics, and human resource management systems across regions or sectors could yield different findings.

Third, data were collected using self-report instruments, which are susceptible to perceptual biases, such as social desirability bias or subjective judgment bias. Although the instruments used have undergone validity and reliability testing, personal bias remains a possibility.

Fourth, this study examined only job demands, job resources, employee engagement, quiet quitting, and employee performance. Other important variables, such as psychological safety, organizational commitment, job satisfaction, and leadership style, were not included, even though they could provide a more comprehensive understanding of the mechanisms underlying quiet quitting.

Fifth, although the Multi-Group Analysis shows no significant differences between the government and private sectors, sector-based group divisions may not fully reflect the diversity of organizational structures, such as differences in work culture across agencies or industries.

These limitations offer opportunities for further research to expand the model, use a longitudinal design, include a broader area, and add other relevant variables to understand better quiet quitting among millennials.

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