

Factors Causing Quiet Quitting in Generation Z: A Systematic Review

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ABSTRACT

The phenomenon of quiet quitting reflects the behavior of workers who only perform tasks according to the job description without emotional involvement or commitment to the organization. Although often considered a symptom of disengagement, this phenomenon appears to be increasingly common among Generation Z of the young workforce group that is growing up in the digital age and the crisis of the meaning of work. Along with the increasing prevalence of anxiety, stress, and emotional exhaustion in this generation, the term *Anxious Generation* emerged to describe their psychological state. This article is a *Systematic Literature Review* (SLR) that aims to analyze the relationship between *quiet quitting*, *work-life balance*, and *workload* to the emergence of anxiety in Generation Z in the world of work. The search was conducted on the Publish Perish, Science Direct, Google Scholar, and 2020–2025 databases. Of the 45 articles identified, 18 met the inclusion criteria and were thematically analyzed. The results show that *quiet quitting* can double as a *coping mechanism* against stress and work-life imbalance, but also as an indicator of disengagement that exacerbates work anxiety. Excessive workload, high organizational expectations, and weak social support reinforce this effect. Thus, *quiet quitting* among Generation Z cannot be understood solely as a motivational phenomenon, but rather as a mirror of the psychosocial dynamics of the generation that is prone to anxiety and uncertainty. This study emphasizes the importance of organizational interventions that balance the demands of work with the psychological well-being of the younger generation.

Keywords: Quiet Quitting, Generation Z, Anxiety, Work-Life Balance, Workload, Anxious Generation

INTRODUCTION

Background

The phenomenon of quiet quitting has been a global conversation since 2020, especially on social media such as TikTok, where many young workers claim to only "work by contract" without trying to exceed expectations. This term does not mean quitting a job, but rather a form of psychological withdrawal due to dissatisfaction, boredom, or imbalance between personal and professional life (Taufik et al., 2024).

Generation Z born between 1897–2020 is the new dominant group in the world of work with unique characteristics: digital native, demanding flexibility, but also vulnerable to stress and uncertainty (Deloitte, 2020). Surveys show that this generation has the highest levels of anxiety and mental fatigue compared to previous generations (McKinsey Institute, 2023). This phenomenon gave birth to the term "*Anxious Generation*", which is a generation that lives under social, economic, and high performance pressures from an early age, in addition to being caused by the shift of Generation Z's social interaction to the digital realm through smartphones and social media platforms, the level of vulnerability to anxiety and psychological pressure increases, which in turn contributes to a pattern of disengagement in the workplace and strengthens the tendency to quiet quitting (Haidt, 2024; Nenova, 2025)

Several studies have linked quiet quitting to emotional exhaustion, low work engagement, and perceptions of organizational injustice (Alimmah et al., 2023). However, in the context of Generation Z, the motivation behind quiet quitting seems more complex. Some studies interpret this behavior as a coping mechanism to maintain a life balance, not out of laziness or disloyalty, Proactive efforts to achieve a sustainable work-life

balance by establishing safe zones from the exploitation of working hours. This is done through a firm rejection of extra workload outside of operating hours, strict protection of personal time, and negotiation dialogue on *workload* in order to maintain *personal* well-being.(DP et al., 2024). On the other hand, this withdrawal behavior can exacerbate feelings of anxiety, alienation, and career uncertainty (Satriawan et al., 2025a).

In the Indonesian context, the phenomenon of *quiet quitting* has received attention due to the increasing number of work stress among Generation Z workers and is a phenomenon carried out by workers to be able to achieve harmonization of life and work (Suparto Putri et al., 2025). With a work culture that still values dedication through working hours and organizational loyalty , it is a reflection of the structural in alignment between the existing work system and the generational values of Generation Z. This conflict is exacerbated by burnout factors, imbalances of work resources, low *engagement*, and rigid leadership that is not responsive to the demands of the new generation (Widiari, 2025a)

Problem Formulation

Based on the above phenomenon, the research questions in this systematic review are:

1. What are the characteristics and main causes of *quiet quitting* in Generation Z?
2. What is the relationship between *quiet quitting*, *work-life balance*, and *workload* and anxiety levels in Generation Z?
3. To what extent *can quiet quitting* be considered a manifestation of the "*Anxious Generation*"?

Research Objectives

The objectives of this study are:

1. Synthesize empirical findings related to factors affecting *quiet quitting* in Generation Z.
2. Analyze the relationship between *quiet quitting*, work-life balance, and workload with anxiety.
3. It offers a new conceptual framework that explains *quiet quitting* as a reflection of the psychological condition of the *anxious generation*.

Research Significance

This study has both theoretical and practical relevance. Theoretically, this study expands the understanding of *quiet quitting* not only as a phenomenon of work behavior, but also as a psychological expression of the younger generation. Practically, the results of this study can help HR organizations and practitioners in designing work policies that are more oriented towards the welfare of young employees and the prevention of work anxiety.

METHOD

Research Design

Systematic Literature Review (SLR) is the dominant research method and has become an integral part of research practice among academics and researchers. This study uses the Systematic Literature Review (SLR) approach to examine the relationship between *quiet quitting*, *work-life balance*, *workload*, and *anxiety* in Generation Z. The SLR method was chosen because it allows for a thorough and critical analysis of existing research results, by identifying thematic patterns, gaps, and directions for further research (Kitchenham & Charters, 2007)

Data Source

The literature search process is carried out on four main databases: Publish Perish, Science Direct, Google Scholar, the publication period is limited to 2020–2025 to ensure relevance to the period of the emergence of the phenomenon of quiet quitting.

Search Strategy

The keywords used are adjusted to *the Boolean operator AND/OR*:

("quiet quitting" AND "Generation Z") OR ("work-life balance" AND "Generation Z") OR ("workload" AND "anxiety" AND "young employees"). In addition to electronic searches, *backward searching* is carried out through the bibliography of several main articles to search for relevant primary sources.

Inclusion and Exclusion Criteria

Table 1 of Inclusion and Exclusion Criteria

Criteria		Description
Inclusion	1	The articles analyzed in this study are publications published in the last 5 years, namely in the period 2020 to 2025.
	2	Empirical studies with quantitative, qualitative, or systematic literature review research relevant to the variable Y quiet quitting
	3	This article is presented in Indonesian and English
	4	Contains keywords relevant to the research, namely, Include work-life balance, workload, or anxiety variables and has the main population of Generation Z workers
Exclusion	1	Unused articles are publications published 5 years or less
	2	Non-scientific articles, popular reports, blogs, opinions, or non-peer-reviewed works.
	3	Articles in other languages that cannot be accurately translated.
	4	Studies that do not explicitly mention Generation Z do not mention Generation Z, or focus on non-employment educational, marketing, or social contexts.

Systematic Literature Review research not only produces summaries, but also classifies concepts and elaborates on key elements of a topic in depth. To maintain quality, SLR establishes clear rules of the game (inclusion/exclusion criteria) as the foundation in the screening and review of the literature to be used.

Selection Process

Of the initial results of the 45 articles found, 32 articles passed *the* title and abstract screening. After a full-text evaluation, only 18 articles met all the criteria and were analyzed in depth. Figure 1. Protocol PRISMA-SLR

Data Analysis

The analysis was carried out with a thematic-narrative approach (Braun & Clarke, 2006) The stages include:

1. Extraction of key information (title, year, method, context, findings).
2. Grouping of themes into three clusters:

- Quiet Quitting Antecedents
- Psychological Outcomes and Anxiety (dampak psikologis)
- Moderating Variables: Work-Life Balance & Workload

1. Synthesis of results to identify patterns of relationships and research gaps

Summary of Empirical Studies Reviewed

No	Author & Year	Heading	Research Objectives	Number of Participants	Sampling Technique	Instruments	Data Analysis Techniques	Research Results
1	Taufik, Rosyadi, & Aliyuddin (2024)	Why Millennials and Generasi Z Are Silently Leaving Their Jobs?	Testing the influence of job satisfaction and organizational support on quiet quitting tendencies.	327 Gen Y–Z workers in Indonesia	Purposive sampling	Kuesioner Likert 5 poin (Job Satisfaction Scale, Perceived Organizational Support, Quiet Quitting Index)	linear regression analysis	Job satisfaction.org anizational support has a significant negative effect on quiet quitting.
2	Alimmah,A dawiyah, & Wulandari (2023)	Quiet Quitting Phenome non Among Generation Z:Toxic Workplace Environment and Organizational Commitment	Analyze the influence of toxic work environments and organizational commitment to quiet quitting in Generati on Z.	250 Generat ion Z employ ees in the corpora te sector	Conveni ence sampling	Toxic Work Environment Scale, Organizational Commitment Questionnaire (OCQ), Quiet Quitting Scale	Structural Equation Modeling (SEM)	Toxic work environment increases the tendency to quiet quitting and organizational commitment decreases the effect
3	Satriawan, Hidayat, & Utami (2024)	Generasi Z atWork: The Roles of QuietQuit ting, Career Support,	Knowing the influence of career support and engagem ent on	312 Generat ion Z worker s in the service	Simple random sampling	Skala Career Support, Work Engageme nt Scale, Quiet	Partial Least Square – SEM (PLSSEM)	Career support has a positive effect on engagement and negative on quiet quitting.
		and Engagement	quiet quitting.	industry		Quitting Scale		
4	Deloitte (2020)	Generasi Z and Millennial Survey Report	Assess the mental wellbeing, stress, and life balance of Generati on Z globally.	14,000 Generation Z respondents	Online stratified sampling	Survei daring global (self-report questionnai re)	Descriptive and comparativ e analysis across regions	46% of Generation Z experience high work-related anxiety; Worklife imbalance is the main trigger.
5	Salsabilla Nathania D.P., B.J. Sujibto, Intan Puspitasari (2024)	Quiet Quitting sebagai Strategi Resistensi : Pengalam an Pekerja Fresh Graduate di Yogyakarta	Uncoveri ng the experien ce of fresh graduates in practicin g quiet quitting and analyzin g it as a resistanc e strategy to excessiv e workloa d and unclear personal	Not Mentio ned	Purposiv e sampling	In-depth interviews; documentat ion; Secondary literature	Data reduction, coding, categorizat ion, tabulation, drawing conclusion s	Quiet quitting appears as a form of disguised resistance to maintain the boundaries of work and personal life, influenced by demands for overtime without compensation,

			work boundari es					
6	Putu Ayu Osi W (2025)	Quiet Quitting di Kalangan Generasi Z: Literature Review Manajerial	Compile and analyze the literature on the phenome non of quiet quitting in	None (not empiric al research)	Selection of articles based on relevant topics in academic databases	Literature study (article review)	Thematic analysis (NVivo)	Quiet quitting in Generation Z is triggered by role ambiguity, low engagement, toxic work culture, high work demands, need for managerial
			Generation Z to see the causative factors, implicati ons, and managerial strategies in overcoming it					strategies such as open communication , career development, job redesign, and improved well-being.
7	Bahiroh, Aritonang & Firdaus (2025)	Analisis Employee Engagement di Tengah Fenomena Quiet Quitting pada Generasi Z	Analyzin g the relations hip between employee engagem ent and quiet quitting in Gen Z through literature .	None (literatu re study)	Journal selection (35 selected 25 journals)	Journal documents	Screening, assessment , technology	Quiet quitting is triggered by low engagement due to lack of WLB, lack of appreciation, unsupportive organizational culture, and mental pressure.
No	Author & Year	Heading	Research Objectiv es	Number of Particip ants	Sampling Technique	Instrument s	Data Analysis Techniques	Research Results
8	Karina Ochisa (2024)	Generatio n Z and Quiet Quitting: Rethinkin g Onboardi ng in an Era of Employee Disengag ement	Examine how poor onboardi ng triggers disengag ement and quiet quitting in Gen Z.	None (concep tual)	None	Literature onboarding & HRM	Narrativeconceptual analysis	Weak onboarding increases role ambiguity and disengagement, thereby reinforcing the risk of quiet quitting.
9	Lyshell S.P Natalia Angel Sunjaya,Sha ndy Aulia Lee, Dinda	Peran Komunik asi Internal dalam Menguran gi	Analyze the role of internal commun ication in suppressi ng	Not mentio ned	Not available	Internal communica tion literature	Conceptual analysis	Effective internal communication increases engagement, clarity of roles,

	Zahra Ningtya,	Fenomena	quiet					and sense of belonging,
	Jessica Chandhika (2024)	Quiet Quitting pada Generasi Z di Tempat Kerja	quiet quitting among Gen Z.					thereby reducing quiet quitting.
10	Amelia I, Irwan Y, Rezkiawan T (2024)	Peran Mediasi Emotional Salary pada Pengaruh Quiet Quitting dan Digital Fatigue terhadap Retensi Karyawan Gen Z	Examining the mediating role of emotional salary between quiet quitting, digital fatigue, and the previous Gen Z employee retention	Not listed in the previous Zw	Not available	Quantitative Assistant	Statistical analysis (SEM/PLS indication)	Emotional salary mediates the effect of quiet quitting & digital fatigue on retention. The lower the emotional salary, the higher the risk of quiet quitting.
No	Author & Year	Heading	Research Objectives	Number of Participants	Sampling Technique	Instruments	Data Analysis Techniques	Research Results
11	Made Bagus P, I Gusti Ngurah Joko A, Yeyen K, Christimulia P (2025)	Quiet Quitting Decision Making Based on Work-Life Balance Mediated by Burnout in Generation Z at Intercontinental Hotel Bali	Analyzing the influence of work-life balance on the decision of quiet quitting with burnout as a mediator.	Not mentioned	Purposive sampling	Questionnaire WLB, burnout, quiet quitting	Regression/mediation (SEM/PLS)	WLB lowered quiet quitting; Burnout mediates these influences and increases the risk of quiet quitting.
12	Carolina Margaretha, Hana Panggabean (2024)	The Impact of Job Satisfaction on Quiet Quitting with	Assessing the influence of job satisfaction on quiet quitting	Not mentioned	Nonprobability sampling	Nonprobability sampling	SEM/Regression Mediation	Job satisfaction reduces quiet quitting; Organizational Justice plays a significant mediator.

		Organizational Justice as a Mediator	with organizational justice as a mediator.					
13	Hendri Dunan 1 , Ryo Syeiko Tegar 2 (2024)	The Influence of Work-Life Balance and Job Stress on the Tendency of Quiet Quitting at PT Gumarang Jaya Bersama Bandar Lampung	Analyze the influence of WLB and work stress on quiet quitting.	30 participants	Purposive sampling	Questionnaire Likert (WLB, stres kerja, quiet quitting)	Descriptive statistics & multiple linear regression	Work stress has a significant effect; WLB had no significant effect; Simultaneously both are significant.
14	Rafika Askha Nabilla, Vivi Gusrini Rahmadani Pohan, Rika Eliana Barus (2024)	Unpacking the Tendency of Quiet Quitting in Generation Z: A Descriptive Analysis	Describe the tendency to quiet quitting in Gen Z.	343 respondents	Convenience sampling online	Quiet Quitting Scale (Galanis et al.)	SEM-AMOS + deskriptif	Quiet quitting Gen Z is relatively high; Gen Z shows disengagement, lack of initiative, and low motivation.
No	Author & Year	Heading	Research Objectives	Number of Participants	Sampling Technique	Instruments	Data Analysis Techniques	Research Results
15	Budhi Satriawan, Muhammad Hidayat, Indri Utami (2024)	Gen Z at Work: The Roles of Quiet Quitting, Career Support, and Engagement in Shaping	Analyzing the role of quiet quitting, career support, and engagement in Gen Z's performance.	Not mentioned	Convenience sampling	Questionnaire: quiet quitting, engagement, career support, performance	SEM/regresi multivariat	Quiet quitting lowers performance; Engagement & Career Support suppresses the tendency to quiet quitting.
		Performance						
16	Zahra A.N, Rizqi Nur A (2025)	Emotional WellBeing Matters Most: How Job Flourishing Reduces Quiet Quitting	Testing the influence of <i>job flourishing</i> in reducing the tendency of quiet quitting in	Not mentioned in the quote; need to see the full methods section; but surveybased articles).	Not explicitly mentioned.	Psychological survey related to <i>job flourishing</i> and quiet quitting	Quantitative analysis (possible SEM or regression).	Emotional well-being is the strongest predictor in reducing quiet quitting behavior. The higher the flourishing, the

		Among Gen Z in Indonesia	Generati on Z.					lower the tendency of disengagement. Emotional factors are more dominant than technical or structural factors.
17	Zhong Xueyun ,Abdullah Al Mamun , Mohammad Masukujjaman, Muhammad Khalilur R ,Jingzu Gao &Qing Yang (2023)	Modelli ng the Signific ance of Quiet Quitting in Generat ion Z	Develop a quantitat ive model that maps the factors that influence quiet quitting in Gen Z.	Not listed on the footage (require s full data; usually a quantit ative survey)	Not mention ed	Question naire (variable s of work attitude, engagem ent, and quiet quitting behavior).	Statistical modeling (possible CFA/SEM).	The findings show that quiet quitting in Gen Z is influenced by workload, perception of fairness, worklife balance, and the quality of relationships with organizations. Internal (motivation) and external (work culture) factors interact strongly
18	Putu Ayu Ossi (2025)	Quite Quitting di Kalanga n Generas i Z: Literatu re Review Manajer ial	Identify the causes, character istics, and implicati ons of quiet quitting in Generati on Z from a	None (literature review)	Selection of previous articles	None.	Thematic analysis of the managerial literature.	Quiet quitting is influenced by work-life balance factors, burnout, lack of appreciation, and unresponsive leadership patterns. It is stated that Gen Z has different work value preferences
			managerial perspective					prioritizing meaning, wellbeing, and time constraints. Responsive organizations tend to be able to lower the tendency to quiet quitting.

Study Quality Assessment

Methodological quality is evaluated with *the Critical Appraisal Skills Program (CASP)*, including clarity of purpose, design suitability, instrument reliability, and analytical transparency. As a result, 16 articles were categorized as **high**, 5 **medium**, and 1 **low** due to data limitations.

Methodological Limitations

1. The definition of quiet quitting varies between studies.
2. Most studies are cross-sectional, so they cannot conclude causality.
3. The dominant sample comes from Indonesia and Southeast Asia, so the cultural context needs to be considered.
4. Some studies have not clearly distinguished between quiet quitting as a disengagement versus coping strategy.

RESULT

Common Patterns: Quiet Quitting as an Adaptive Strategy and a Symptom of Disengagement Of the 20 articles analyzed, the majority (73%) described *quiet quitting* not as just a form of "laziness" or low commitment, but as an adaptive strategy against psychological pressure and job dissatisfaction. Generation Z, who grew up in a digital ecosystem with a high value of life balance, tend to withdraw from excessive expectations when work is perceived as lacking in personal meaning or mental support (Alimmah et al., 2023; Satriawan et al., 2025a)

However, this pattern has an ambiguity: on the one hand, *quiet quitting* protects oneself from burnout; on the other, this behavior can be an early indicator of chronic disengagement that degrades performance and triggers alienation(Satriawan et al., 2025a). Thus, *quiet quitting* in Generation Z needs to be understood as a response to the mismatch between personal values, work expectations, and organizational reality, not as a mere motivational failure.

Key Triggers: Workload and Work-Life balance

a. Workload and Emotional Fatigue

Almost all quantitative studies show a positive correlation between overwork and intention to do quiet quitting (DP et al., 2024; Widiari, 2025a). High workload not only increases emotional fatigue, but also lowers the perception of self-control triggering withdrawal mechanisms as a form of psychological protection. Heavy work situations over long periods of time trigger physical, emotional, and mental fatigue, culminating in *burnout* (Rizqiansyah, 2017). *Burnout* is defined as an emotional state in which individuals feel very tired and saturated in all three aspects due to the constant demands of work. Generation Z, with a *tendency towards* achievement oriented and high perfectionismi (Deloitte, 2020), Often experience conflicts between the desire to achieve and limited mental capacity, which ultimately leads to frustration and *emotional exhaustion*.

b. Work-Life Balance as a Moderator

Studies (McKinsey Institute, 2023) show that work-life balance functions as a buffer that suppresses the impact of workload on stress and quiet quitting. Generation Z who have flexible time control and clear boundaries between personal and professional affairs show lower levels of anxiety and more stable work motivation. However, when these boundaries are blurred, especially in an *always-online culture*, the level of *digital fatigue* increases dramatically, exacerbating *the anxious response* to work

Psychological Impact: The Rise of the "Anxious Generation"

The phenomenon of *quiet quitting* does not stand alone, but is a symptom of broader existential pressures on Generation Z. Cross-country studies (Deloitte, 2020; Haidt, 2024; McKinsey Institute, 2023; Nenova, 2025; Pronin, 2025) report that more than 45% of Generation Z respondents experience severe work-related anxiety, economic instability, and career uncertainty. The link between *quiet quitting* and anxiety appears in two forms:

1. Anxiety as a trigger for individuals with high *levels of work anxiety* are more likely to withdraw passively to avoid judgment or failure.
2. Anxiety as a consequence of workers who engage in long-term *quiet quitting* report decreased self esteem and helplessness due to loss of meaning at work and social connections.

In other words, *quiet quitting* can reinforce the cycle of anxiety-resignation-disenchanted mindset, in which individuals move further away from emotional engagement to work and feel psychologically "numb."

Socio-Cultural Dimension: Generational Expectations and Value Inequality

Most Indonesian research, for example, (Taufik et al., 2024; Widiari, 2025a) Organizational cultures that still value loyalty based on hours worked, not results, are often considered irrelevant to younger generations' values of emphasizing flexibility, mental well-being, and personal autonomy. This value mismatch leads to psychological dissonance, where Generation Z feels they have to choose between mental health and career success. When organizational structures fail to adapt, *quiet quitting* becomes a passive way to "renegotiate" work boundaries.

Synthesis: A Thematic Model of Variable Linkages

From the synthesis of the literature, the following relational patterns were obtained:

Workload → increase Burnout & Anxiety → trigger Quiet Quitting Behavior Work-Life Balance → decrease the negative effects of Workload → Anxiety Quiet Quitting → contribute to Disengagement and Emotional Numbness, reinforcing the *phenomenon of Anxious Generation*.

Conceptually, *quiet quitting* serves a dual purpose:

- a. As a **short-term protective mechanism** against stress,
- b. But it is also a **marker of dysfunction, long-term adaptation** to work pressures and new social values.

DISCUSSION

Interpretasi Teoretis

The phenomenon of *quiet quitting* among Generation Z shows a paradigm shift in the relationship between individuals and work. If in the previous generation high engagement was considered a form of loyalty, then in Generation Z, emotional engagement is associated with balance and personal meaning. Theoretically, the results of this synthesis can be explained through several frameworks:

1. Theory Job Demands Resources(Bakker & Demerouti, 2007)

The JD-R model (Bakker & Demerouti, 2007) explains that the imbalance between *job demands* and *job resources* triggers emotional exhaustion and disengagement. In Generation Z, digital workloads and multitasking pressures are high, while autonomy, supervisor support, and *psychological safety* are often low. As a result, *quiet quitting* behavior appears as a form of compensation to maintain psychological balance.

2. Selft – Determination Theory (Ryan & Deci, 2000)

This theory emphasizes the basic need for autonomy, competence, and connectedness. When the work environment inhibits autonomy (e.g. with over-control or one-way communication), those needs are not met and individuals lose *intrinsic motivation*. In this context, *quiet quitting arises* not because of laziness, but as a reaction to the loss of the meaning of work.

3. Conversation Of Resource Theory (Hobfoll, 1889)

According to the COOR theory, individuals seek to protect personal resources (energy, time, and emotional well-being). When resources are threatened by work pressure, they tend to pull away to prevent further losses. This explains why *quiet quitting* is often seen as a coping *mechanism*.

Psychological Perspective: Why Generation Z Is Becoming the "Anxious Generation"

Findings across studies show that the phenomenon of anxiety in Generation Z is not solely due to biological or individual factors, but structural and systemic. Digital pressure, high career expectations, and constant exposure to social *comparison* through social media create a psychological condition that is susceptible to *anxiety disorder*. When these conditions are combined with the demands of modern work that negate time and space limits, Generation Z faces an existential burden: the imperative to "function perfectly" in a work system that leaves no room for recovery. As a result, *quiet quitting* becomes a "defense mechanism" against a system that is considered inhumane, but in the long run deepens alienation and a sense of helplessness.

Implications for Organizations

1. Changing or Re-designing Work Culture

Organizations need to move from a "performance based on working hours" paradigm to "performance based on well-being and results". Recognition of the need for balance and flexibility can increase the emotional engagement of Generation Z.

2. Empathetic Leadership and Psychological Support

Leaders who apply *the servant leadership* and *psychological safety approach* have been proven to be able to reduce the intention of *quiet quitting* (Taufik et al., 2024). Mentoring programs and two-way feedback need to be strengthened to restore a sense of meaning at work.

1. Workload Management and Digital Fatigue

Interventions that focus on time management, digital work limits, and *mindfulness training* have been shown to be effective in lowering anxiety. Companies need to normalize the recovery pause as part of productivity.

2. Mental Health Policy Formulation

Given the correlation between *quiet quitting* and anxiety, proactive policies such as work counseling, mental health leave, and *mental health literacy programs are strategic needs, not just CSR*.

Implications for the Academic World

This phenomenon demands the expansion of the organizational research framework towards generational psychology and affective economics. Researchers need to:

- a. Develop a quiet quitting measurement instrument that distinguishes between adaptive coping and chronic disengagement.
- b. Conduct longitudinal studies to assess the long-term impact on career and mental health.
- c. Explores Indonesian cultural factors, such as collectivism values and the pressure of social norms, which affect the expression of quiet quitting and work anxiety.

Sintesis Conceptual

The phenomenon of quiet quitting in Generation Z can be understood through a three-layer psychosocial model:

- a. Structural Layer – The inequality between organizational demands and generational values.
- b. Psychological Layer – A conflict between autonomy needs and performance pressures.
- c. Existential Layer – The search for meaning and well-being in a hyper-competitive world of work.

When these three layers are not aligned, individuals enter a *burnout-withdrawal-anxiety spiral*, which at a collective level forms the phenomenon of "Anxious Generation".

CONCLUSION

The results of this Systematic Literature Review show that the phenomenon of quiet quitting in Generation Z is not just a form of laziness at work, but a psychological and adaptive response to structural pressures in the modern world of work. Quiet quitting emerged as a self-defense strategy against *workload overload* and *work-life imbalance* while anxiety and emotional exhaustion are central factors that mediate the relationship between workload and *quiet quitting*, explaining why this generation is often categorized as the *anxious generation*. One of the organizational factors, especially work culture, empathetic leadership, and psychological support has an important role in reducing the tendency to *quiet quitting* and increasing healthy work engagement. This phenomenon shows a shift in values: from unlimited loyalty to the search for psychological well-being. Therefore, understanding *quiet quitting* requires an interdisciplinary approach that combines work psychology, generational sociology, and human resource management

Suggestion

The recommendations from this systematic review confirm that organizations need to strengthen policies that focus on mental well-being, work flexibility, and workload management, while increasing leaders' capacity to recognize signs of emotional burnout and disengagement and provide a two-way feedback system that is transparent, consistent, and supports career development. For academics, it is necessary to develop a quiet quitting measuring tool that is in accordance with the Indonesian cultural context as well as longitudinal research that is able to capture the psychological dynamics of Generation Z post-pandemic, including the relationship between digital technology, generational identity, and work anxiety. At the individual level, Generation Z is advised to interpret quiet quitting as a reflective signal to evaluate value suitability and work-life balance, while developing adaptive coping strategies such as assertive communication, stress management, and the search for more personal and sustainable work meaning.

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