

Tracing the Silence: Exploring the Factors of Quiet Quitting among Employees in an Indonesian Infrastructure Company

Muhammad Ramadhani Ilham*, Dikky Indrawan, Rizal Syarif

School of Business, IPB University, Jl. Pajajaran Bogor 16151, Indonesia

*Corresponding author:

Email: ramadhani.ilham@apps.ipb.ac.id



ABSTRACT

Background: Quiet quitting, in which employees perform only the minimum tasks required by their roles without additional engagement, has become a growing concern in post-pandemic workplaces.

Purpose: This study analyzed the factors contributing to quiet quitting among employees of an Indonesian infrastructure company, focusing on job satisfaction, organizational commitment, and person organization fit (POF).

Design/methodology/approach: Structural Equation Modeling (SEM) was used to examine the relationships among these variables and employee disengagement behaviors.

Findings/Result: The findings showed that career progression, health and well-being, and remuneration within the POF framework played important roles in influencing quiet quitting. Job satisfaction and organizational commitment had direct effects on employee behavior through these key POF dimensions.

Conclusion: The analysis provided a deeper understanding of the underlying causes of quiet quitting and offered practical insights for organizations seeking to address disengagement.

Originality/value (State of the art): By focusing on these determinants, organizations can develop more targeted strategies to maintain a motivated and committed workforce in a challenging and evolving work environment.

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INTRODUCTION

The COVID-19 pandemic introduced profound changes to the workplace and significantly affected employee well-being and engagement. Social distancing measures and remote-work directives, although necessary, triggered psychological challenges such as stress, anxiety, and depression (Kloutsiniotis et al., 2022). These conditions transformed the work environment as employees increasingly prioritized personal space and work-life balance over discretionary professional effort. This shift contributed to the rise of quiet quitting, in which employees perform only the minimum tasks required by their roles (Christian, 2022; Tapper, 2022).

In essence, quiet quitting reflects disengagement from an organization's mission and goals, as employees limit their contributions to formally required tasks. Although withdrawal and neglect behaviors existed before the pandemic, COVID-19 amplified these tendencies and made the phenomenon more explicit (Lata & Chaudhary, 2021; Reichelt et al., 2021). Quiet quitting describes a state in which employees reduce discretionary effort and recalibrate the boundary between work and personal life (Buscaglia, 2022). It can reduce productivity, increase operational costs, and weaken morale, thereby impeding organizational growth. As quiet quitting has become more prevalent, deeper

investigation across industries and demographic groups has become necessary. Suhendar et al. (2023) examined its association with job satisfaction (JS) and organizational commitment (OC), showing that quiet quitting closely resembles withdrawal behavior. Their findings raise the question of why employees who initially fit an organization may later become misaligned with it. Person-organization fit (POF) provides a useful lens for examining this shift because it concerns the compatibility between employees' values and goals and those of the organization (Cable & Judge, 1996). Analyzing quiet quitting through POF can incorporate career progression, health and well-being, and remuneration.

The consequences of quiet quitting include declining employee performance and productivity, making it an important challenge for growing industries. Indonesia's infrastructure sector is one such industry. According to Portal Informasi Indonesia, the government accelerated national infrastructure development over the eight years preceding 2023 (Wisnubroto, 2023). The Committee for the Acceleration of Priority Infrastructure Provision (KPPPI) reported that 152 national strategic infrastructure projects were completed and fully operational between 2016 and December 2022, while another 46 projects were in preparation. At the same time, Employee Engagement Surveys indicated early signs of quiet quitting in Indonesian infrastructure companies. The

project-based and temporary nature of infrastructure work may further weaken employees' organizational commitment, underscoring the need to examine the factors contributing to quiet quitting in this context.

Quiet quitting is particularly relevant among Millennials and Generation Z employees, who faced substantial disruptions during the pandemic as they entered adulthood and the workforce (Goh & Baum, 2021). This study assessed the prevalence of quiet quitting in an Indonesian infrastructure company and analyzed its contributing factors. By examining job satisfaction and organizational commitment within a POF framework comprising career progression, health and well-being, and remuneration, the study aimed to explain the conditions associated with quiet quitting.

Human capital strategy is an organizational approach that treats employees as essential assets whose development and management are central to organizational growth (Hall, 2008). Because workforces are diverse, effective human capital strategies must be adaptable and responsive to employee demographics and characteristics (Caspi & Toibin, 2011). Their implementation requires both organizational support and employees' commitment to company rules and procedures, resulting in a coordinated approach to talent management (Sapungan & Gulpan, 2017). Human capital strategy therefore reflects an organization's commitment to managing its workforce in ways that align employee attributes with organizational objectives.

This approach shapes business outcomes through role definitions, corporate culture, and management practices that support organizational sustainability (Caspi & Toibin, 2011). Well-defined roles and an aligned corporate culture contribute to long-term success through structured organizational development. Talent development and organizational capabilities form the foundation of workforce potential (Sapungan & Gulpan, 2017), while effective leadership ensures that these practices remain consistent with organizational goals and culture. In this sense, organizational culture functions as the company's "personality," guiding behavior in support of shared objectives.

Quiet quitting is a behavioral response to negative work experiences in which employees deliberately limit their effort to formally assigned tasks and refrain from additional contributions (Serenko, 2024). Christian (2022) and Tapper (2022) describe it as doing enough to meet job requirements without remaining actively engaged. It may appear as reduced effort, avoidance of discretionary responsibilities, or psychological withdrawal from work. As a covert form of disengagement, employees remain formally employed while substantially reducing their involvement. In Indonesia's digital start-up sector, Suhendar et al. (2023) found associations among quiet quitting, JS, and OC, highlighting the need to examine the phenomenon in other industries.

Job satisfaction is an employee's affective and evaluative response to the job, ranging from positive to negative, and it shapes engagement and withdrawal tendencies (Judge & Kammeyer-Mueller, 2012). Higher job satisfaction generally supports stronger workplace engagement and reduces

disengaged behavior. Organizational commitment reflects an employee's attachment to and willingness to work toward organizational goals; employees with stronger commitment are more likely to exceed minimum expectations (Meyer & Allen, 1991).

Person–Organization Fit (POF), another factor relevant to quiet quitting, is rooted in the broader Person–Environment Fit framework and emphasizes compatibility between individuals and their work environment (Cable & Judge, 1996). POF explains how alignment between an employee's values and those of the organization affects engagement and retention. Xueyun et al. (2023) identified career progression, health and well-being, and supportive organizational conditions as important influences on quiet-quitting intention. Career progression includes growth and advancement opportunities such as training, job crafting, and meaningful work. Health and well-being encompass psychological balance, work–life quality, and supportive workplace relationships. Remuneration includes the financial and non-financial rewards that shape employees' perceptions of fairness, satisfaction, and commitment (Xueyun et al., 2023).

Social Exchange Theory (SET) also informed this study by explaining employee behavior through perceived exchanges of costs and benefits. SET proposes that employees evaluate whether the rewards associated with a task justify the required effort (Cropanzano & Mitchell, 2005; Afzal et al., 2019; Xueyun et al., 2023). In the context of quiet quitting, employees may withhold discretionary effort when they perceive an unfavorable exchange. This study used SET as a basis for the survey items and for developing a human capital strategy to address quiet quitting.

Previous studies underscore the growing importance of quiet quitting in workplaces facing engagement challenges. Suhendar et al. (2023) identified JS and OC as key factors among Indonesian digital start-up employees, indicating that the behavior should be examined in other sectors. POF research further suggests that career progression, health and well-being, and remuneration shape the employee–organization relationship (Cable & Judge, 1996; Xueyun et al., 2023), making these dimensions relevant to understanding and managing quiet quitting.

This study proposed a comprehensive strategic approach to quiet quitting by using employee profile data for descriptive analysis. This initial step identified demographic and professional characteristics associated with quiet-quitting behaviors and clarified their prevalence within the workforce. The study then examined Job Satisfaction (JS), Organizational Commitment (OC), and Person–Organization Fit (POF) through Structural Equation Modeling (SEM), which allowed complex relationships among the variables to be evaluated.

By addressing these dimensions, the study aimed to provide actionable insights for designing effective human capital strategies. The findings were expected to help infrastructure companies align workforce-management practices with employees' needs, foster engagement, and reduce the risk of quiet quitting. The research also responded to the rapid

growth of Indonesia's infrastructure sector, where substantial national investment makes a motivated and resilient workforce especially important. The increasing prevalence of quiet quitting threatens these efforts and makes this study timely and relevant.

METHODS

The research was conducted at a prominent infrastructure company in Indonesia and its associated business units, all of which operated under the parent organization. The organization contributed to national infrastructure development through project-based operations such as road construction, energy infrastructure, and public facilities. It was selected because its high-pressure, project-driven environment provided a relevant setting for examining workforce dynamics. The research was conducted over three months, from April to June 2024, and involved careful planning and execution to ensure data accuracy and validity.

The questionnaire was distributed to all employees through direct digital outreach, including email and internal messaging platforms. Its anonymous design encouraged honest responses and allowed employees to describe their engagement levels and attitudes toward the organization. The questionnaire had two sections: (1) Respondent Profile, which collected demographic and job-related information such as age, gender, tenure, and position; and (2) Research Variables, which measured job satisfaction, organizational commitment, career progression, health and well-being, remuneration, and quiet quitting.

Data collection combined primary and secondary sources. Primary data were obtained through an online questionnaire distributed via Google Forms. To maximize the response rate, reminders were sent to employees who had not completed the survey, and additional communication addressed concerns about confidentiality and participation. Secondary data were obtained from the company's internal database, including organizational performance metrics, employee turnover rates, and other human-resource statistics. Access was granted under a nondisclosure agreement, ensuring that sensitive company information was handled securely and ethically.

After data collection was completed, the data were processed through descriptive analysis. This step organized and summarized respondent characteristics, including age distribution, years of service, and job roles. The data were grouped and presented in tables, charts, and graphs to provide a clear demographic profile of the workforce. Descriptive analysis also summarized employees' perceptions of job satisfaction, organizational commitment, and alignment with company values.

Structural Equation Modeling (SEM) was used to analyze the relationships among the study variables. SEM combines factor analysis and multiple regression, allowing direct and indirect relationships among latent variables to be examined. This approach was appropriate because it enabled the study

to evaluate unobservable constructs such as job satisfaction and organizational commitment while accounting for measurement error. The model was developed and analyzed using SmartPLS, which is suitable for small-to-medium samples and complex structural relationships.

The SEM analysis involved model specification, parameter estimation, and model evaluation. During specification, the theoretical relationships among constructs were mapped according to the research framework. The measurement model was assessed through indicator loadings and construct reliability, while the structural model was evaluated using bootstrapped path coefficients, t-values, and p-values. These estimates were used to determine the strength, direction, and significance of each hypothesized relationship.

Bootstrapping was used to test the statistical significance of each hypothesized path. This procedure generated t-values and p-values for assessing whether the estimated coefficients differed significantly from zero. The resulting estimates formed the basis for interpreting the direct relationships in the model and for deriving implications for human capital strategy in the infrastructure sector.

To guide the investigation, the research framework illustrated in Figure 1 served as the foundation for hypothesis development and testing. The research framework supported the following hypotheses:

- H1: Job Satisfaction (JS) was hypothesized to influence Career Progression (CP).
- H2: Job Satisfaction (JS) was hypothesized to influence Health & Well-being (HWB).
- H3: Job Satisfaction (JS) was hypothesized to influence Remuneration (RM).
- H4: Organizational Commitment (OC) was hypothesized to influence Career Progression (CP).
- H5: Organizational Commitment (OC) was hypothesized to influence Health & Well-being (HWB).
- H6: Organizational Commitment (OC) was hypothesized to influence Remuneration (RM).
- H7: Career Progression (CP) was hypothesized to influence Quiet Quitting (QQ).
- H8: Health & Well-being (HWB) was hypothesized to influence Quiet Quitting (QQ).
- H9: Remuneration (RM) was hypothesized to influence Quiet Quitting (QQ).

These hypotheses were designed to capture the multifaceted nature of quiet quitting by addressing both the direct and indirect influences of career opportunities, workplace wellness, and compensation structures. Career Progression (CP) represented a pivotal factor because growth and professional-development opportunities can foster engagement and reduce turnover intentions. Health & Well-being (HWB) including mental health, work-life balance, and supportive workplace interactions was expected to mitigate disengagement. Remuneration (RM), comprising financial and non-financial rewards, was expected to influence employees' sense of fairness and motivation and, consequently, their commitment to organizational goals.

The research began with an extensive literature review that established a theoretical foundation for the relationships among quiet quitting, job satisfaction (JS), organizational commitment (OC), and person–organization fit (POF). The review also informed the development of a comprehensive questionnaire designed to capture employee perceptions and behaviors. Before data collection, validity and reliability tests were conducted to ensure that each questionnaire item measured its intended construct. These tests refined the survey instrument and aligned it with the research framework. Following these preparatory steps, the study used a census approach by inviting all employees across the company's departments and business units to participate. This approach covered the organization's 200 active staff members, whose roles ranged from project managers to administrative personnel. Sample-size adequacy was assessed using the guidelines proposed by Hair et al. (2009), which recommend

five to ten observations per indicator. Because the research model comprised 13 indicators, the recommended sample size ranged from 65 to 130 respondents. The final sample of 200 respondents exceeded this range and therefore provided a robust basis for analysis. Framework of thought in Figure 2.

RESULTS

Respondent Characteristics

The respondents comprised all 200 employees of the Indonesian infrastructure company. Their demographic characteristics included gender, age, marital status, highest education level, and length of employment, as shown in Table 1.

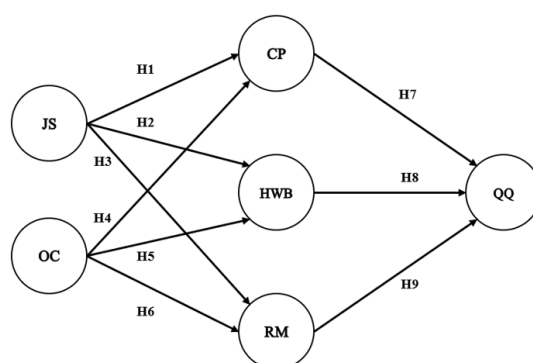


Figure 1. Research Framework (Job Satisfaction (JS); Career Progression (CP); Health & Well-being (HWB); Remuneration (RM); Organizational Commitment (OC); Quiet Quitting (QQ))

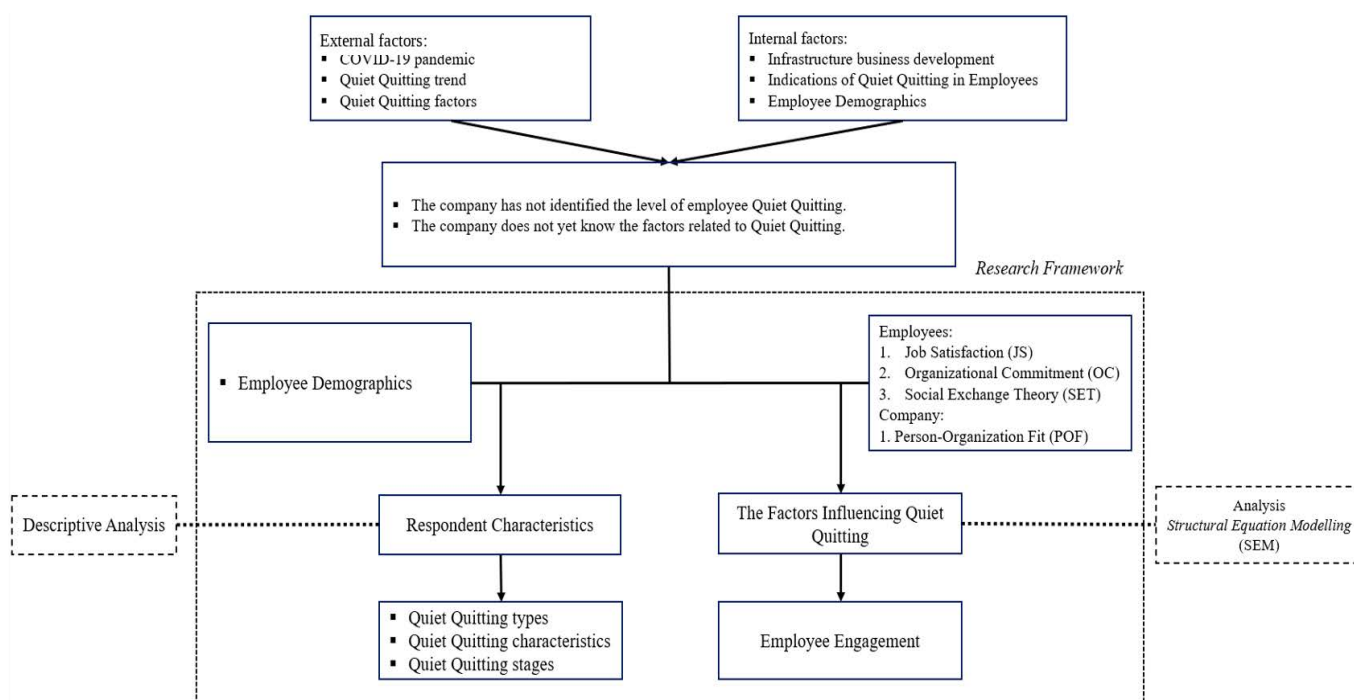


Figure 2. Framework of thought

The Level of Quiet Quitting

The level of quiet quitting was moderate, with a mean score of 2.17, indicating the need for a human capital strategy at the company. Job Satisfaction, Organizational Commitment, Career Progression, Health & Well-being, and Remuneration were at favorable levels, as shown in Table 2.

Factors Influencing Quiet Quitting

To address the second research question, the study examined the factors influencing Quiet Quitting (QQ) among employees of the company. The respondent data identified Job Satisfaction (JS) and Organizational Commitment (OC) as significant influencing factors, as shown in Table 3.

The t-value for the effect of Job Satisfaction (JS) on Quiet Quitting (QQ) was 2.976, which exceeded the 1.657 threshold and indicated a significant relationship. The path coefficient of -0.290 showed that a one-unit increase in JS was associated with a 0.290 decrease in QQ. The p-value was below 0.001, confirming a significant negative relationship. These findings were consistent with Suhendar et al. (2023), who found that higher JS reduced quiet-quitting behavior. Zhang (2024) also showed that job burnout affected quiet-quitting intention through job satisfaction, suggesting that

human capital strategies should address both burnout and satisfaction. Relevant strategies included understanding employees' needs, fostering respect, restoring motivation, improving work-life balance, strengthening corporate culture, and improving internal communication and feedback (Gabriel & Aguinis, 2022).

Exploring the Factors of Quiet Quitting through the Lens of Structural Equation Modelling (SEM)

For Organizational Commitment (OC), the t-value was 2.464 and the path coefficient was -0.169 , indicating that a one-unit increase in OC was associated with a 0.169 decrease in QQ. The p-value was below 0.001, confirming a significant negative relationship. Consistent with Suhendar et al. (2023), this finding indicated that stronger affective, continuance, and normative commitment reduced physical and psychological quiet-quitting behaviors. To strengthen JS and OC, the study examined Person-Organization Fit (POF) through Career Progression (CP), Health & Well-being (HWB), and Remuneration (RM). Potential programs included workload management to support HWB, employee-assistance initiatives aligned with career needs, and a performance-based remuneration system that supported a healthy work culture (Zhang, 2024).

Table 1. Demographic Characteristics

Characteristics	Sub-Characteristics	%
Gender	Male	77.5%
	Female	22.5%
Age	< 27	26.5%
	27–42	56.0%
	43–58	17.0%
	> 58	0.5%
Marital Status	Unmarried	31.5%
	Married	68.5%
Education Level	Elementary School	0.5%
	Middle School	0.0%
	High School	22.0%
	Diploma 1	0.5%
	Diploma 3	10.0%
	Bachelor's Degree	61.0%
	Master's Degree	6.5%
Length of Employment	< 1 year	5.5%
	1–5 years	56.5%
	5–10 years	25.0%
	> 10 years	13.0%

Table 2. Descriptive statistics of study variables

Study Indicators	N	Mean	Std. Deviation
Job Satisfaction (JS)	200	4.36	1.27
Organizational Commitment (OC)	200	4.47	1.19
Career Progression (CP)	200	4.73	1.13
Health & Well-being (HWB)	200	4.65	1.19
Remuneration (RM)	200	3.94	1.43
Quiet Quitting (QQ)	200	2.17	1.20

After identifying the factors influencing Quiet Quitting (QQ), the study examined QQ through the Person–Organization Fit (POF) dimensions of Career Progression (CP), Health & Well-being (HWB), and Remuneration (RM). This analysis addressed the third research question by clarifying how POF dimensions transmitted the effects of JS and OC to QQ. Structural Equation Modeling (SEM) with Partial Least Squares (PLS) was used to test the proposed hypotheses and estimate the structural model (Figure 3).

The SmartPLS bootstrapping results (Table 4) were as follows:

- H1: Job Satisfaction (JS) influences Career Progression (CP). The t-value for the effect of JS on CP was 5.759, exceeding the 1.657 threshold and indicating a significant relationship. The path coefficient of 0.464 indicated that a one-unit increase in JS was associated with a 0.464 increase in CP. The p-value was below 0.001, confirming a significant positive relationship. Therefore, H1 was supported.
- H2: Job Satisfaction (JS) influences Health & Well-being (HWB). The t-value for the effect of JS on HWB was 8.426, and the path coefficient was 0.604. This result indicated that a one-unit increase in JS was associated with a 0.604 increase in HWB. The p-value was below 0.001, confirming a significant positive relationship. Therefore, H2 was supported.
- H3: Job Satisfaction (JS) influences Remuneration (RM). The effect of JS on RM was positive and significant, with a t-value of 9.308 and a path coefficient of 0.664. This result indicated that a one-unit increase in JS was associated with a 0.664 increase in RM. The p-value was below 0.001, confirming the relationship. Therefore, H3 was supported.
- H4: Organizational Commitment (OC) influences Career Progression (CP). The t-value of 4.398 exceeded

the 1.657 threshold, and the path coefficient of 0.340 indicated a positive effect of OC on CP. The p-value was below 0.001, confirming that increased OC was associated with improved CP. Therefore, H4 was supported.

- H5: Organizational Commitment (OC) influences Health & Well-being (HWB). OC had a significant positive effect on HWB, with a t-value of 2.951 and a path coefficient of 0.231. The p-value of 0.003 confirmed that higher OC was associated with better HWB. Therefore, H5 was supported.
- H6: Organizational Commitment (OC) influences Remuneration (RM). The t-value for the effect of OC on RM was 1.642, slightly below the 1.657 threshold. The path coefficient was 0.129 and the p-value was 0.101, indicating that OC had a positive but non-significant relationship with RM. Therefore, H6 was not supported.
- H7: Career Progression (CP) influences Quiet Quitting (QQ). The effect of CP on QQ was significant, with a t-value of 9.185 and a path coefficient of -0.598 . This result indicated that a one-unit increase in CP was associated with a 0.598 decrease in QQ. The p-value was below 0.001, confirming the significant negative relationship. Therefore, H7 was supported.
- H8: Health & Well-being (HWB) influences Quiet Quitting (QQ). The t-value for the effect of HWB on QQ was 3.644, and the path coefficient was -0.298 . This result indicated that improved HWB was associated with lower QQ. The p-value was below 0.001, confirming a significant negative relationship. Therefore, H8 was supported.
- H9: Remuneration (RM) influences Quiet Quitting (QQ). The effect of RM on QQ was not significant, with a t-value of 0.955, a path coefficient of 0.055, and a p-value of 0.340. These results indicated that changes in RM were not significantly associated with changes in QQ. Therefore, H9 was not supported.

Table 3. Factors Influencing Quiet Quitting (QQ)

Path	Path Coefficient	t-value	p-value	Conclusion
Job Satisfaction (JS) → Quiet Quitting (QQ)	-0.290	2.976	0.000	Significant negative influence*
Organizational Commitment (OC) → Quiet Quitting (QQ)	-0.169	2.464	0.000	Significant negative influence*

*Statistically significant ($p < 0.10$).

Table 4. Person–Organization Fit as a Framework For Understanding Quiet Quitting

Hypothesis	Variable of Influence	Path Coefficient	t-value	p-value	Conclusion
H1	JS → CP	0.464	5.759	0.000	Supported
H2	JS → HWB	0.604	8.426	0.000	Supported
H3	JS → RM	0.664	9.308	0.000	Supported
H4	OC → CP	0.340	4.398	0.000	Supported
H5	OC → HWB	0.231	2.951	0.003	Supported
H6	OC → RM	0.129	1.642	0.101	Not supported
H7	CP → QQ	-0.598	9.185	0.000	Supported
H8	HWB → QQ	-0.298	3.644	0.000	Supported
H9	RM → QQ	0.055	0.955	0.340	Not supported

Note: Job Satisfaction (JS); Career Progression (CP); Health & Well-being (HWB); Remuneration (RM); Organizational Commitment (OC); Quiet Quitting (QQ)

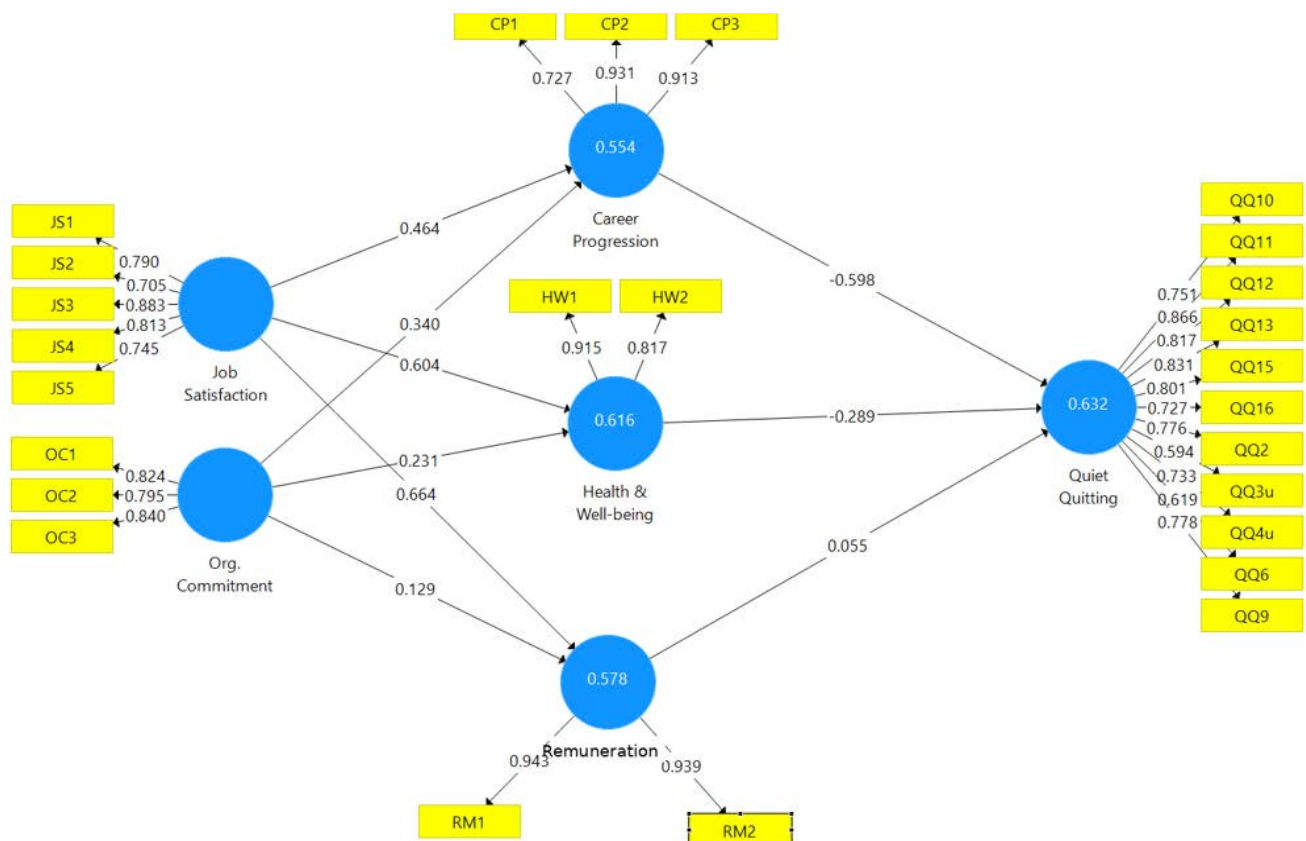


Figure 3. Structural Equation Modeling (SEM) Results for Quiet Quitting

The supported hypotheses were H1, in which Job Satisfaction positively influenced Career Progression; H2, in which Job Satisfaction positively influenced Health & Well-being; H3, in which Job Satisfaction positively influenced Remuneration; H4, in which Organizational Commitment positively influenced Career Progression; H5, in which Organizational Commitment positively influenced Health & Well-being; H7, in which Career Progression negatively influenced Quiet Quitting; and H8, in which Health & Well-being negatively influenced Quiet Quitting. These results provided evidence for developing human capital strategies to address quiet quitting.

Two hypotheses were not supported: H6, in which Organizational Commitment did not significantly influence Remuneration, and H9, in which Remuneration did not significantly influence Quiet Quitting. These findings suggested that remuneration alone might be insufficient to reduce disengagement. Instead, its effect may depend on whether employees perceive compensation as fair, performance-related, and aligned with their broader needs (Xueyun et al., 2023). This interpretation was consistent with Zhang (2024), who emphasized the role of job satisfaction in the relationship between burnout and quiet-quitting intention. Organizations should therefore integrate remuneration with career development, workload management, recognition, and well-being initiatives (Gabriel & Aguinis, 2022).

Managerial Implications

Addressing quiet quitting through a comprehensive human capital strategy is vital for organizations seeking to improve

employee engagement and organizational performance. Quiet quitting, in which employees deliberately reduce effort and engagement to the minimum required by their roles, challenges productivity, innovation, and workplace morale. This study highlighted the roles of Job Satisfaction (JS), Organizational Commitment (OC), and Person–Organization Fit (POF) in explaining the phenomenon. These insights can inform strategies that reduce disengagement and foster a healthier work environment.

The findings revealed that several factors significantly influenced quiet quitting. Job Satisfaction had strong relationships with Career Progression, Health & Well-being, and Remuneration. Employees with higher job satisfaction were more likely to perceive career-advancement opportunities, report better well-being, and evaluate their compensation more positively. These results underscore the importance of a work environment in which employees feel professionally and personally supported. Organizational Commitment also shaped perceptions of Career Progression and Health & Well-being. Committed employees were more likely to perceive opportunities for growth and experience well-being, reinforcing their engagement. Together, these findings emphasize the need to cultivate trust, loyalty, and mutual support.

The results were consistent with Suhendar et al. (2023), who found that Job Satisfaction had a significant negative relationship with quiet quitting. They also aligned with Xueyun et al. (2023), who showed that organizational conditions, career progression, employee well-being, and job burnout were relevant to quiet-quitting intention. Career Progression

and Health & Well-being had direct effects on quiet quitting in the present study: employees who perceived clear growth pathways and experienced better physical and psychological well-being were less likely to disengage. These findings support investment in wellness programs, transparent career frameworks, and continuing professional development.

However, not all hypotheses were supported, and the unsupported relationships offer additional insight. Organizational Commitment did not significantly influence Remuneration, and Remuneration did not significantly influence Quiet Quitting. These results indicate that remuneration may not operate as a stand-alone safeguard against disengagement. Its impact may depend on whether employees perceive compensation as fair, transparent, and connected to performance and broader organizational support. This interpretation is consistent with Zhang (2024), who identified job satisfaction as an important mechanism linking burnout to quiet-quitting intention.

Given these findings, the company should prioritize a comprehensive career-development program that recognizes the role of POF in strengthening the effects of Job Satisfaction and Organizational Commitment on quiet quitting. Such a program would address the immediate challenge of disengagement while creating a sustainable framework for long-term satisfaction and commitment.

The proposed career-development program should begin with a structured pathway that outlines progression opportunities from entry through retirement. This roadmap should make career milestones transparent and explain how employees can achieve their professional goals within the organization. For employees experiencing stagnation, competency-gap analyses and customized training modules should identify development needs and provide targeted learning opportunities.

The program should also include achievement-motivation training to encourage employees to set and pursue ambitious career goals (McClelland, 1987). Regular assessments can evaluate progress and identify further development opportunities. Job-rotation programs, such as a "tour of duty," may reduce quiet quitting by exposing employees to new roles and challenges. Mentoring and coaching should also be integral components, providing personalized guidance from experienced professionals.

Successful implementation will require active managerial involvement. Managers should act as facilitators by providing continuous encouragement, feedback, and support to participating employees. Their commitment will support implementation and extend the program's benefits across teams.

In addition to career development, the company should implement work-life balance programs tailored to its multigenerational workforce, which includes Generation X, Generation Y, and Generation Z employees (Grobler & van Rensburg, 2019; Waldman, 2021). For Generation X employees, who often combine substantial professional responsibilities with family obligations, flexible leave and

family-oriented benefits such as additional caregiving leave and wellness programs can support physical and mental recovery (Chung & van der Lippe, 2020).

For Generation Y employees, who often value recreation and social engagement, the company can provide flexible benefits aligned with their interests. Subsidized memberships for sports clubs, gyms, or recreational activities can support work-life balance. Company-sponsored outings and team-building activities can also strengthen interpersonal connections and belonging.

For younger Generation Z employees, many of whom are early in their careers or pursuing further education, flexible learning programs can support academic and professional development. These programs may include tuition assistance, paid study leave, and access to online courses or certifications. Such support would demonstrate the company's commitment to personal and professional growth and may reduce quiet-quitting risk among this group.

To ensure that these programs remain effective, the company should adopt an adaptive approach that responds to employees' evolving needs. Regular feedback and employee suggestions can be used to refine initiatives over time. Tailoring programs to the needs of different age groups will help foster an inclusive, engaged, and motivated organization. By integrating career-development and work-life balance strategies into broader human capital initiatives, the company can address the root causes of quiet quitting and cultivate an engaged workforce. These efforts can reduce disengagement while building a resilient, motivated, and high-performing organization.

This research focused on one Indonesian infrastructure company. Consequently, the findings cannot be generalized directly to other infrastructure companies without accounting for differences in organizational background, problem formulation, and analytical context. Because research on quiet quitting remains limited in Indonesia, this study can nevertheless provide a foundation for future studies of Indonesian companies, particularly in the infrastructure sector. Future studies may examine older infrastructure companies, organizations with larger workforces, or industries with routine business processes, such as manufacturing.

This research focused on employee-related factors through Job Satisfaction and Organizational Commitment and on organizational factors through Person Organization Fit. Other potentially relevant factors such as employee personality, organizational-culture health, and Indonesia's macroeconomic or microeconomic conditions were not analyzed. The study addressed this limitation by specifying the dimensions of each construct and linking the findings to actionable strategies.

This study also identified Remuneration as a non-significant pathway. The estimated relationship between Remuneration and Quiet Quitting was positive but not significant ($\beta = 0.055$, $p = 0.340$). This result may serve as a reference for future research on how different forms of compensation relate to disengagement.

CONCLUSION AND RECOMMENDATIONS

Conclusions

Addressing quiet quitting requires a multifaceted approach that combines job satisfaction, organizational commitment, career development, and employee well-being. A comprehensive human capital strategy that includes transparent career pathways, work-life balance, recognition, and carefully designed performance-based rewards can reduce disengagement and foster a more committed and productive workforce. By involving key stakeholders and responding to employees' specific needs, organizations can create a positive work environment that supports long-term success.

Recommendations

Research on quiet quitting remains limited in Indonesia; therefore, this study should serve as a foundation for future research on Indonesian companies. Future studies may examine infrastructure companies that have operated longer, have more diverse business units, or employ workers with more varied characteristics. Research may also be extended to industries such as manufacturing, mining, and banking.

Future research should also examine employee personality, responses to work stress, organizational culture, and Indonesia's macroeconomic and microeconomic conditions. Studies may explore how national cultural characteristics, such as Malay or Javanese cultural values, shape quiet quitting. Additional research could investigate whether work-from-home or work-from-anywhere arrangements reduce or intensify quiet quitting in Indonesia.

Future studies may also reconsider Remuneration as an antecedent of quiet quitting from alternative perspectives. For example, researchers may apply Social Exchange Theory (SET), examine non-cash benefits, or assess remuneration systems directly linked to performance management. These approaches may clarify why remuneration was not significant in the present study.

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