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Perceived Organizational Support and Organizational Commitment as Predictors of Quiet Quitting: The Mediating Role of Burnout among Generation Z Employees in Indonesia

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Abstract

Background: Quiet quitting has gained increasing attention as it reflects a shift in how employees engage with their work. Although employees continue to fulfill their primary responsibilities, their effort and contributions may be limited to what they consider necessary. **Objective:** This study examined the role of perceived organizational support and organizational commitment in quiet quitting among Generation Z employees, with burnout as a mediator. **Method:** This quantitative cross-sectional study involved 211 Generation Z employees in Indonesia selected through purposive sampling. Data were analyzed using path analysis, and indirect effects were tested using bias-corrected bootstrapping. **Result:** Perceived organizational support was negatively associated with quiet quitting both directly and indirectly through burnout (indirect effect = −0,112; 95% CI [−0,183; −0,057]). Organizational commitment was not significantly associated with quiet quitting directly, but was indirectly associated through burnout (indirect effect = −0,041; 95% CI [−0,095; −0,006]). **Conclusion:** Burnout appears to be an important mediating role in the relationships of perceived organizational support and organizational commitment with quiet quitting among Generation Z employees. Strengthening organizational support and commitment while attending to employee burnout may be a promising approach to addressing quiet quitting, although longitudinal research is needed to confirm these relationships.

Keywords: Burnout, generation Z employees, perceived organizational support, quiet quitting

Abstrak

Latar Belakang: Fenomena *quiet quitting* semakin menjadi perhatian karena mencerminkan perubahan cara karyawan terlibat dalam pekerjaannya. Meskipun karyawan tetap memenuhi tanggung jawab utama, usaha dan kontribusi yang diberikan dapat terbatas pada hal yang dianggap perlu. **Tujuan:** Penelitian ini menguji peran *perceived organizational support* dan *organizational commitment* terhadap *quiet quitting* pada karyawan Generasi Z, dengan *burnout* sebagai mediator. **Metode**: Penelitian kuantitatif dengan desain *cross-sectional* ini melibatkan 211 karyawan Generasi Z di Indonesia yang dipilih melalui *purposive sampling*. Data dianalisis menggunakan analisis jalur, dan efek tidak langsung diuji menggunakan *bias-corrected bootstrapping*. **Hasil**: *Perceived organizational support* berhubungan negatif dengan *quiet quitting*, baik secara langsung maupun tidak langsung melalui *burnout* (efek tidak langsung = −0,112; 95% CI [−0,183; −0,057]). *Organizational commitment* tidak berhubungan secara langsung dengan *quiet quitting*, tetapi berhubungan secara tidak langsung melalui *burnout* (efek tidak langsung = −0,041; 95% CI [−0,095; −0,006]). **Kesimpulan**: *Burnout* tampak memiliki peran mediasi yang penting dalam hubungan *perceived organizational support* dan *organizational commitment* dengan *quiet quitting* pada karyawan Generasi Z. Memperkuat dukungan dan komitmen organisasi yang disertai memperhatikan *burnout* karyawan dapat menjadi pendekatan yang menjanjikan untuk menangani *quiet quitting*, meskipun penelitian longitudinal masih diperlukan untuk memastikan hubungan tersebut.

Kata Kunci: Burnout, karyawan generasi Z, persepsi dukungan organisasi, quiet quitting

Introduction

The COVID-19 pandemic has drastically changed work patterns, particularly through the adoption of remote work, which has ultimately given rise to various issues such as role conflicts, work-life imbalance, and increased workloads and work-related fatigue (Boy & Sürmeli, 2023; Galanis, Moisoglou, et al., 2023; Wahyuni, 2022). These changes have influenced how employees view their work, and one-way employees respond to their organizations is through quiet quitting (Alimmah et al., 2023). Quiet quitting is a behavior in which employees perform their jobs at a minimum level and demonstrate psychological detachment from their work (Harter, 2022). Employees who engage in quiet quitting continue to complete tasks in accordance with their job descriptions, but without providing any extra effort or greater involvement. They tend to limit work activities to formal working hours and refuse job demands outside of those hours (Boy & Sürmeli, 2023). Although quiet quitting is often viewed as a reasonable form of resistance to reclaim a balance between personal life and work (Joshi & Khullar, 2024) this behavior can reduce employee engagement and productivity within the organization.

The phenomenon of quiet quitting occurs in various countries. Gallup's 2023 "State of the Global Workplace" report, based on a survey of 122,416 employees in more than 160 countries, revealed that 59% of employees globally are quiet quitters (Gallup, 2023). This trend is particularly evident among younger employees. A Gallup survey of 15,091 employees in the United States showed that the most significant decline in work engagement occurred among employees under the age of 35, which includes Generation Z and young millennials. This trend is accompanied by a decline in employees' perception of their workplace's care and support in fostering their development (Harter, 2022). In Indonesia, a preliminary survey conducted by the author in July 2024 among 198 Generation Z employees found that the majority of respondents exhibited moderate to high levels of quiet quitting. These results indicate that the phenomenon of quiet quitting is also present among Generation Z employees in Indonesia, necessitating further research to understand this phenomenon within the context of the Indonesian workplace.

Generation Z consists of those born between 1996 and 2010 (Komalasari et al., 2022) and now constitutes the majority of Indonesia's workforce alongside Millennials (Badan Pusat Statistik, 2023). Various national surveys show that Generation Z's expectations regarding work are closely tied to how organizations treat them. A survey of 1,262 Generation Z respondents found that a safe and supportive work environment, supervisors who support personal development, attention to mental health, and career development opportunities are key considerations when choosing a workplace (Jakpat, 2024). On the other hand, a survey of workers in Indonesia reported high levels of job dissatisfaction (73%) and an unbalanced work-life balance (85%) (JobStreet, 2022), and 77.3% of respondents in another survey admitted to having experienced burnout due to work (CNNIndonesia, 2021). Although these surveys do not directly measure quiet quitting, this data illustrates conditions that may drive employees to limit their engagement. Empirical evidence also shows that organizational conditions are linked to quiet quitting intentions among Generation Z workers (Xueyun et al., 2023), so this group's response to their work environment warrants further examination.

Social Exchange Theory (Blau, 1964) can serve as a framework for understanding quiet quitting. According to this theory, the relationship between employees and the organization is formed through reciprocal exchange. When employees feel valued and supported by the organization, they feel obligated to reciprocate through effort and commitment; conversely, when this exchange is perceived as unbalanced, they may reduce their contributions. From this perspective, quiet quitting can be understood as an employee's attempt to rebalance an exchange they perceive as disadvantageous by limiting their efforts to only what is formally required.

Employees face various sources of stress in the workplace, such as job demands, role conflicts and ambiguity, an unsupportive work environment, a lack of social support, and uncertainty regarding career development. These conditions require organizations to provide support that helps employees cope with work-related pressures. Perceived organizational support refers to the extent to which employees believe that the organization values their contributions and cares about their well-being (Arar et al., 2023).

When an organization is able to meet its employees' socio-emotional needs, employees will demonstrate greater concern for the organization's effectiveness and sustainability (Baran et al., 2012). Conversely, if employees feel undervalued or perceive organizational support they receive as inadequate, these conditions can lead to quiet quitting (Arar et al., 2023; Mahand & Caldwell, 2023). Research by Akın and Kurtuldu (2025) found that perceived organizational support is a key factor in explaining quiet quitting. On the other hand, high perceived organizational support is known to enhance employees' organizational commitment (Eisenberger et al., 2020).

Organizational commitment is one of the factors that plays a role in shaping employees' work behavior (Suhendar et al., 2023). Organizational commitment refers to the extent to which employees identify with the organization, its goals, and their desire to remain members. Employees with high commitment tend to continue contributing to the organization even when facing various challenges in their work (Robbins & Judge, 2022). Research conducted by Suhendar et al. (2023) indicates that when employees have strong organizational commitment, they are less likely to engage in quiet quitting. Conversely, low organizational commitment can lead employees to reduce their engagement and perform tasks only to the minimum required, which is a characteristic of quiet quitting.

Quiet quitting can occur when employees are experiencing burnout (Hetler, 2022). According to Edú-Valsania et al. (2022), burnout is a progressive condition marked by a decline in engagement levels, shifting from enthusiasm to apathy. According to Yıldız (2023), burnout can be caused by factors such as workplace stress, excessive workloads, and an unfriendly work environment. This can lead employees to experience physical, emotional, and mental exhaustion, as well as a decline in performance. Research conducted by Lu et al., (2023) indicates that employees experiencing high levels of burnout feel overwhelmed by role demands and are more likely to engage in quiet quitting as a way to cope with work-related stress and emotional strain.

Burnout can develop when employees feel that the organization has not provided adequate support or satisfaction (Xueyun et al., 2023). Conversely, support received from the organization can foster positive feelings that help employees cope with job demands and reduce burnout (Fairuz & Hadi, 2023). In addition to perceived organizational support, organizational commitment is also linked to employees' psychological state while performing their jobs. Low levels of organizational commitment can cause employees to lose motivation, perform suboptimally in completing tasks, and ultimately increase the risk of experiencing burnout (Winata & Nurhasanah, 2022). Sustained burnout can then lead employees to reduce their engagement and effort at work as a form of adaptation to work-related stress, which in turn can lead to quiet quitting.

Although perceptions of organizational support and organizational commitment have been extensively studied in relation to employee well-being and work behavior, few studies have examined how these two factors are linked to quiet quitting through burnout. Existing evidence on this mechanism largely focuses on organizational support in the healthcare sector (Gün et al., 2024), while research examining perceptions of organizational support and organizational commitment simultaneously, with burnout as a mediator, remains limited—particularly among Generation Z employees in Indonesia. Therefore, this study examines the direct and indirect roles between perceptions of organizational support and organizational commitment and quiet quitting through burnout among Generation Z employees.

Method

This study employed a quantitative explanatory design with a cross-sectional survey to examine the role of perceived organizational support and organizational commitment in quiet quitting, with burnout as a mediating variable, among Generation Z employees in Indonesia. Because the data were collected at a single time point, the analyses examine statistical associations and mediation and do not establish causal or temporal relationships.

Sample or Population

Participants were Generation Z employees, defined as those born between 1996 and 2010 (Komalasari et al., 2022) working in Indonesia. Other inclusion criteria were full-time employment and a minimum tenure of six months. Data were collected in January–February 2026 through purposive sampling using two methods. First, printed questionnaires were distributed directly to eligible employees at four private companies (n =100). Second, an online questionnaire was distributed via Google Forms to Generation Z employees working in various organizations in Indonesia (n = 111); information on the respondents' employing organizations was not collected in the online survey. Both versions contained identical items and instructions. All 211 responses met the eligibility criteria and were included in the analysis.

This study was approved by the Research Ethics Committee of Universitas Gunadarma (KEPUG; approval number 01b/KEPUG/I/2026). Before completing the questionnaire, participants were informed about the purpose of the study and provided informed consent, either by signing a consent form (printed version) or by confirming their agreement on the first page of the online form. The questionnaires were completed anonymously, and the data were used solely for research purposes.

Data Measurement

The variable quiet quitting was measured using a modified version of the instrument developed by (Galanis, Katsiroumpa, et al., 2023), which consists of nine items and is organized according to the dimensions

of quiet quitting identified by Galanis, Katsiroumpa, et al. (2023) namely: detachment, lack of initiative and motivation. Two items originally in a frequency format were rephrased into statements without changing their meaning. Two items were removed in the item discrimination analysis (remaining item-total correlations = 0,419–0,738; α = 0,827), and one further item was removed in the CFA. The final six-item scale showed good model fit (p = 0,203; RMSEA = 0,045), with CR = 0,859 and AVE = 0,504.

The Survey of Perceived Organizational Support (SPOS) was utilized to measure perceived organizational support, which consists of 16 items and is structured based on the aspects of perceived organizational support identified by Rhoades and Eisenberger (2002), namely: fairness, supervisor support, organizational rewards, and job conditions. All items met the discrimination criterion (item-total correlations = 0,590–0,851; α = 0,955). Following the CFA, eight items were retained (p = 0,864; RMSEA = 0,000), with CR = 0,903 and AVE = 0,540.

Organizational commitment was assessed using the Organizational Commitment Questionnaire (OCQ), comprising 24 items developed around three aspects proposed by Allen and Meyer (1990), namely affective, continuance, and normative commitment. Based on the results of the item discrimination test, ten items were removed in the item discrimination analysis (remaining item-total correlations = 0,350–0,736; α = 0,864), and seven further items were removed in the CFA. The final seven-item scale showed good model fit (p = 0,403; RMSEA = 0,015), with CR = 0,904 and AVE = 0,582.

Burnout was assessed using the Maslach Burnout Inventory (MBI), consisting of 22 items and is structured according to Maslach et al. (1996) dimensions of burnout: emotional exhaustion, depersonalization, and personal accomplishment. The original frequency response format was adapted to the five-point format used in this study, and personal accomplishment items were reverse-scored. Six items were removed in the item discrimination analysis (remaining item-total correlations = 0,302–0,718; α = 0,893), and five further items were removed in the CFA. The final 11-item scale showed good model fit (p = 0,091; RMSEA = 0,038), with CR = 0,937 and AVE = 0,581.

All instruments were adapted from previous studies. The items were translated using a back-translation procedure by a certified translator and adjusted to the participants' work context. Content validity was evaluated using Aiken's V based on ratings from 12 expert panelists in psychology; all items exceeded the minimum value of 0,75 for 12 raters (Aiken, 1985). The instruments were then pilot-tested on 64 respondents, and items were retained if their corrected item-total correlation was ≥ 0,30. Construct validity of the retained items was examined using confirmatory factor analysis (CFA) on the main study data (N = 211) using AMOS 25. Items with standardized factor loadings below 0,50 or with large modification indices indicating correlated errors were removed, and model fit was evaluated using the chi-square p value (p > 0,05) and RMSEA (≤ 0,08). Reliability and convergent validity were assessed using construct reliability (CR ≥ 0,70) and average variance extracted (AVE ≥ 0,50). The final items retained at least two items per dimension in every scale, and their standardized factor loadings are presented in Table 1. All items were rated on a five-point scale ranging from 1 (*not true of me*) to 5 (*very true of me*), and unfavorable items were reverse-scored.

Table 1. Standardized Factor Loadings of the Final Items

Variable	Final Items per Dimension	Factor loadings
Quiet Quitting	Detachment (2), lack of initiative (2), lack of motivation (2)	0,695 – 0,746
Perceived Organizational Support	Fairness (2), supervisor support (4), organizational rewards and job conditions (2)	0,608 – 0,855
Organizational Commitment	Affective (2), continuance (2), normative (3)	0,503 – 0,943
Burnout	Emotional exhaustion (5), depersonalization (2), personal accomplishment (4)	0,590 – 0,938

Data Analysis

Path analysis was employed to examine the role of perceived organizational support and organizational commitment in quiet quitting, with burnout as a mediating variable, among Generation Z employees. Analyses were conducted using IBM SPSS Statistics 25 and AMOS 25. The mediation effects were tested using bias-corrected bootstrapping with 5.000 resamples. Model fit indices are not reported because the model was just-identified (df = 0).

Result

A total of 211 Generation Z employees participated in this study, reflecting varied demographic backgrounds in terms of age, gender, marital status, education level, work location, employment sector, employment status, tenure, position, and monthly income. Most respondents were between 26–30 years old (46,92%), male (52,61%), unmarried (79,62%), and held a bachelor's degree (40,76%). Participants worked in 11 cities and regencies across Indonesia, mainly in DKI Jakarta (33,18%), Central Java (33,18%), and West Java (28,91%), and most were employed in the private sector (97,16%). In addition, most respondents were contract employees (63,03%), had been employed for either 6 months–1 year or 1–3 years (35,07% each), held staff positions (90,05%), and had a monthly income of Rp1,000,000–Rp5,000,000 (51,66%). The demographic characteristics of the participants are presented in Table 2.

Table 2. Demographic Data

Demographic	N	%
Age		
18 – 21	31	14,69%
22 – 25	81	38,39%
26 – 30	99	46,92%
Gender		
Male	111	52,61%
Female	100	47,39%
Marital Status		
Married	43	20,38%
Unmarried	168	79,62%
Education Level		
Junior High School	10	4,74%
Senior High School	78	36,97%
Diploma	17	8,06%
Bachelor's Degree (S1)	86	40,76%
Postgraduate (S2/S3)	20	9,48%
Work location (province)		
DKI Jakarta	70	33,18%
Central Java	70	33,18%
West Java	61	28,91%
Banten	7	3,32%
Other (East Java, Riau Islands, North Maluku)	3	1,42%
Employment sector		
Private company	205	97,16%
State-owned enterprise	3	1,42%
Civil Servant	3	1,42%
Employment Status		
Contract	133	63,03%
Permanent	78	36,97%
Tenure		
6 months – 1 year	74	35,07%
1 – 3 years	74	35,07%
3 – 5 years	44	20,85%
> 5 years	19	9,00%
Position		
Staff	190	90,05%

Supervisor	15	7,11%
Assistant Manager	1	0,47%
Manager	4	1,90%
CEO	1	0,47%
Monthly Income		
Rp1.000.000–Rp5.000.000	109	51,66%
Rp5.000.000–Rp10.000.000	93	44,08%
>Rp10.000.000	9	4,27%

Table 3 presents the hypothetical and empirical descriptive statistics for each variable. The empirical mean of quiet quitting (M = 12,38, SD = 4,27) was lower than its hypothetical mean (18), indicating that participants generally reported low levels of quiet quitting. In contrast, the empirical mean of perceived organizational support (M = 28,74, SD = 6,53) was higher than its hypothetical mean (24). The empirical mean of organizational commitment (M = 21,95, SD = 5,92) was close to its hypothetical mean (21), whereas the empirical mean of burnout (M = 26,73, SD = 8,57) was lower than its hypothetical mean (33).

Table 3. Descriptive Analysis

Variable	N	Min	Max	Hypothetical Mean	Hypothetical SD	Empirical Mean	Empirical SD
Quiet Quitting	211	6	30	18	4	12,38	4,27
Perceived Organizational Support	211	8	40	24	5,333	28,74	6,51
Organizational Commitment	211	7	35	21	4,666	21,95	5,90
Burnout	211	11	55	33	7,333	26,73	8,56

Scores were classified into five categories based on the hypothetical mean (μ) and standard deviation (σ) of each scale (Azwar, 2019): very low ($X < \mu - 1{,}5\sigma$), low ($\mu - 1{,}5\sigma \leq X < \mu - 0{,}5\sigma$), moderate ($\mu - 0{,}5\sigma \leq X < \mu + 0{,}5\sigma$), high ($\mu + 0{,}5\sigma \leq X < \mu + 1{,}5\sigma$), and very high ($X \geq \mu + 1{,}5\sigma$). As presented in Table 4, most participants were classified in the very low (46,45%) and low (32,23%) categories of quiet quitting. Perceived organizational support was mostly in the very high (39,34%) and high (29,86%) categories, whereas organizational commitment was mostly in the moderate category (33,65%). Burnout was predominantly in the low (37,44%) and very low (30,81%) categories.

Table 4. Data Categorization

Variable	Very Low	%	Low	%	Moderate	%	High	%	Very High	%
QQ	98	46,45	68	32,23	30	14,22	13	6,16	2	0,95
POS	10	4,74	18	8,53	37	17,54	63	29,86	83	39,34
OC	18	8,53	39	18,48	71	33,65	42	19,91	41	19,43
Burnout	65	30,81	79	37,44	40	18,96	19	9,00	8	3,79

Note. QQ = quiet quitting; POS = perceived organizational support; OC = organizational commitment.

Prior to conducting the path analysis, assumtion tests were performed to assess normality, multicollinearity, and heteroscedasticity. The Kolmogorov–Smirnov test on the unstandardized residuals (Table 5) indicated that the residuals were not normally distributed (D = 0,090, p < 0,001). To address this, the significance of the indirect effects was tested using bootstrapping, which does not require the assumption of normality.

Table 5. Normality Test

Kolmogorov-Smirnov Test	Statistic	Asymp. Sig. (2-tailed)	Description
Unstandardized Residual	0,090	< 0,001	Not Normally Distributed

The multicollinearity test result in Table 6 shows that perceived organizational support recorded a tolerance value of 0,441 (> 0,10) and a VIF of 2,270 (< 10,00), while organizational commitment obtained a

tolerance value of 0,588 (> 0,10) and a VIF of 1,699 (< 10,00). Burnout similarly show tolerance value of 0,506 (> 0,10) and a VIF of 1,976 (< 10,00). These result confirm the absence of multicollinearity within the regression model.

Table 6. Multicollinearity Test

Variabel	Tolerance	VIF	Description
Perceived Organizational Support	0,441	2,270	No Multicollinearity
Organizational Commitment	0,588	1,699	No Multicollinearity
Burnout	0,506	1,976	No Multicollinearity

Based on Table 7, which presents the results of the heteroscedasticity test using the Glejser method, it was found that the significance value for the perceived organizational support variable was 0,054 (p < 0,05), for the organizational commitment variable was 0,377 (p > 0,05), and for the burnout variable was 0,615 (p > 0,05). This means that the data for perceived organizational support, organizational commitment, and burnout do not exhibit heteroscedasticity.

Table 7. Heteroscedasticity Test

Variable	Sig.	Description
Perceived Organizational Support	0,054	No Heteroscedasticity
Organizational Commitment	0,377	No Heteroscedasticity
Burnout	0,615	No Heteroscedasticity

Path analysis was conducted to examine the role of perceived organizational support and organizational commitment in quiet quitting, with burnout as the mediating variable. Hypothesis testing was conducted by examining the direct, indirect, and total effects, while the coefficient of determination (R^2) was used to determine the proportion of variance in the endogenous variables explained by the model. The significance of the indirect and total effects was tested using bias-corrected bootstrapping with 5.000 resamples. Path analysis was performed using AMOS 25. Figure 1 presents the research model illustrating the relationships among the variables tested in this study.

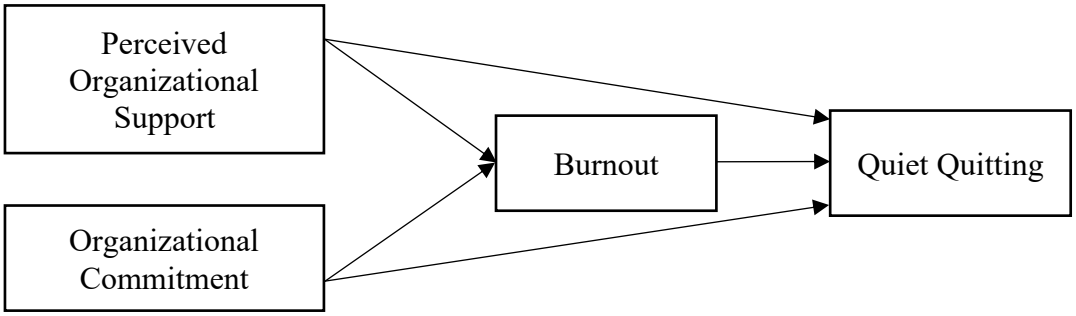


Figure 1. Research Model

The path coefficients are presented in Table 8. Perceived organizational support was negatively associated with burnout ($B = -0,749$; $\beta = -0,570$; $p < 0,001$), as was organizational commitment ($B = -0,274$; $\beta = -0,189$; $p = 0,003$). Perceived organizational support was also negatively associated with quiet quitting ($B = -0,149$; $\beta = -0,227$; $p = 0,008$), whereas the direct association between organizational commitment and quiet quitting was not significant ($B = -0,075$; $\beta = -0,104$; $p = 0,162$). Burnout was positively associated with quiet quitting ($B = 0,150$; $\beta = 0,301$; $p < 0,001$).

Table 8. Path Coefficient

Path	B	β	Std.Error	C.R	P-Value
POS → Burnout	−0,749	−0,570	0,082	−9,091	< 0,001
OC → Burnout	−0,274	−0,189	0,091	−3,013	0,003
POS → QQ	−0,149	−0,227	0,057	−2,632	0,008
OC → QQ	−0,075	−0,104	0,054	−1,398	0,162

Burnout → QQ	0,150	0,301	0,040	3,745	< 0,001

Note. *B* = unstandardized coefficient; *β* = standardized coefficient.

Table 9 presents the direct, indirect, and total effects of perceived organizational support and organizational commitment on quiet quitting. The indirect effects were tested using bias-corrected bootstrapping with 5.000 resamples. The indirect effect of perceived organizational support through burnout was significant (*B* = −0,112; 95% CI [−0,183; −0,057]), and its direct effect also remained significant, indicating partial mediation. For organizational commitment, the indirect effect through burnout was significant (*B* = −0,041; 95% CI [−0,095; −0,006]), whereas the direct effect was not, indicating that its association with quiet quitting occurred only through burnout. The total effects of both perceived organizational support (*B* = −0,261; 95% CI [−0,374; −0,149]) and organizational commitment (*B* = −0,116; 95% CI [−0,226; −0,004]) on quiet quitting were significant. The Sobel test showed consistent results for both indirect effects (*Z* = −3,469, *p* = 0,001; *Z* = −2,348, *p* = 0,019).

Table 9. Direct, Indirect, and Total Effects on Quiet Quitting

Predictor	Effect	*B*	95% CI (BC)	*p*
Perceived Organizational Support	Direct	−0,149	-	0,008
	Indirect (via burnout)	−0,112	[−0,183; −0,057]	< 0,001
	Total	−0,261	[−0,374; −0,149]	< 0,001
Organizational Commitment	Direct	−0,075	-	0,162
	Indirect (via burnout)	−0,041	[−0,095; −0,006]	0,013
	Total	−0,116	[−0,226; −0,004]	0,041

Note. POS = perceived organizational support; OC = organizational commitment; BC = bias-corrected bootstrap confidence interval based on 5.000 resamples. *p* values for direct effects are based on maximum likelihood estimation. Sobel test: POS → Burnout → QQ, *Z* = −3,469, *p* = 0,001; OC → Burnout → QQ, *Z* = −2,348, *p* = 0,019.

The R^2 values reported in Table 10 indicate that perceived organizational support and organizational commitment together explained 49,4% of the variance in burnout, with the remaining 50,6% explained by factors outside the research model. In addition, perceived organizational support, organizational commitment, and burnout collectively explained 31,1% of the variance in quiet quitting, whereas the remaining 68,9% was explained by other factors.

Table 10. Coefficient of Determination (R^2)

Dependent Variable	R^2
Burnout	0,494
Quiet Quitting	0,311

Discussion

The results of the study show that perceived organizational support has a negative effect on quiet quitting among Generation Z employees. These findings indicate that the higher the level of support employees perceive from the organization, the lower their tendency to engage in quiet quitting. These findings align with those of Akın and Kurtuldu (2025), who suggest that increasing organizational support can be an effective strategy for reducing the tendency toward quiet quitting while simultaneously sustaining employee engagement. Consistent with these findings, Sutarno et al. (2026) demonstrated that employees who perceive high levels of organizational support—such as through recognition, fair treatment, and empathy from supervisors—tend to exhibit lower levels of quiet quitting. Within the framework of Social Exchange Theory (Blau, 1964) the support employees perceive creates a sense of obligation to reciprocate, making employees more willing to go above and beyond the minimum requirements of their jobs.

Furthermore, this study indicates that burnout acts as a mediator in the relationship between perceived organizational support and quiet quitting among Generation Z employees. These findings are consistent with those of Xueyun et al. (2023) who showed that employees' perceptions of adequate workplace support are associated with a lower tendency toward burnout. Perceived organizational support can help create a more positive work environment, thereby reducing the risk of burnout resulting from job demands. Thus, organizations need to foster a work environment that provides consistent support as one of the steps to manage burnout and, ultimately, reduce the tendency toward quiet quitting among Generation Z employees. In line

with this, (Gün et al., 2024) found that the presence of job burnout can weaken the benefits of organizational support in curbing quiet quitting. The relationship between perceived organizational support and burnout is also the strongest relationship in this model, indicating that organizational support is closely linked to employees' psychological state when facing work demands.

Unlike perceived organizational support, organizational commitment does not play a direct role in quiet quitting among Generation Z employees. These findings do not fully align with those of Alimmah et al. (2023) and Suhendar et al. (2023), which demonstrated a significant influence of organizational commitment on quiet quitting. Both of those studies indicated that a stronger commitment to the organization can encourage employees to remain engaged in their work and reduce the tendency to limit their contributions. Conversely, in this study, organizational commitment did not show a significant influence on quiet quitting. These results suggest that the relationship between organizational commitment and quiet quitting in this study occurs entirely through burnout: employees with higher commitment tend to experience lower levels of burnout, and consequently, their tendency toward quiet quitting is lower.

Several possibilities may explain the lack of a significant direct effect. First, organizational commitment in this study was measured as the total score of three components. Continuance and normative commitment reflect reasons for staying due to high exit costs or a sense of obligation (Allen & Meyer, 1990), which do not necessarily encourage employees to go the extra mile. Employees may remain in the organization while doing only the minimum required. Second, the majority of respondents were contract employees (63,03%) with relatively short tenure, so their attachment to the organization may be more temporary in nature. Third, perceptions of organizational support and organizational commitment are quite strongly correlated; thus, when tested together, the unique contribution of organizational commitment to quiet quitting becomes small. These explanations are still speculative and need to be tested in future research, for example, by analyzing the three components of commitment separately.

Nevertheless, this study shows that burnout acts as a mediator in the relationship between organizational commitment and quiet quitting among Generation Z employees. This finding aligns with the research by Xueyun et al. (2023), which states that employees with high organizational commitment are less likely to experience burnout. Conceptually, organizational commitment reflects an employee's attachment to the organization, so that job demands can be viewed as part of their contribution to the organization, rather than merely as an energy-draining burden. This attachment can also help employees gain social support when facing workplace pressures, thereby reducing the risk of emotional exhaustion. Therefore, efforts to strengthen organizational commitment through a supportive work environment and meaningful work can serve as one approach to reducing burnout, which in turn has the potential to curb the tendency toward quiet quitting among employees.

Theoretically, these findings expand the application of Social Exchange Theory by demonstrating that the exchange between employees and the organization is not only directly related to work behavior but also mediated through employees' psychological states. Burnout appears to be a key pathway: insufficient support and weak commitment are associated with the depletion of employees' psychological resources, which in turn is linked to a tendency to limit effort at work.

In practice, organizations can address both the support needs and psychological well-being of Generation Z employees simultaneously. Some steps to consider include regular feedback and recognition from supervisors, open and two-way communication, clarity regarding task assignments and work goals, and clear boundaries regarding work-related communication outside of working hours. Organizations can also periodically monitor workloads and signs of fatigue, as well as provide opportunities for learning and career development. These measures have the potential to reduce burnout and quiet quitting, although their effectiveness needs to be tested through intervention studies.

This study has several limitations. First, the cross-sectional design does not allow for drawing conclusions regarding causality or the temporal sequence among variables. Second, all data were obtained through self-reports at a single point in time, which may be subject to common method bias. Third, the number of items on each scale was significantly reduced following discriminant validity testing and CFA. Although each dimension remains represented, some dimensions are measured by only two items, resulting in a narrower construct coverage and preventing the organizational commitment component from being analyzed separately. Fourth, the majority of respondents also work in the private sector and are concentrated in a few provinces, so these findings may not necessarily represent Generation Z employees in other sectors or regions. Future research could employ a longitudinal design, more comprehensive scales, and a sample drawn from a more diverse range of organizations.

Conclusion

This study shows that perceived organizational support plays a direct role in quiet quitting, with a negative association, as well as an indirect role via burnout among Generation Z employees. Meanwhile, organizational commitment does not show a direct effect on quiet quitting but does have an indirect effect via burnout. These findings suggest that burnout serves as a key mechanism in explaining the relationships of perceived organizational support and organizational commitment with tendency toward quiet quitting among Generation Z employees. In practical terms, these findings imply that strengthening organizational support and commitment, coupled with effective burnout management, has the potential to help address the tendency toward quiet quitting among Generation Z employees. However, these implications still need to be tested through longitudinal studies and interventions.

Future researchers are encouraged to conduct a more in-depth examination of other factors related to quiet quitting, such as job crafting, employee engagement, psychological contract breach, and other workplace environmental factors. Additionally, future research may consider using organizational commitment as a mediator or moderator to gain a deeper understanding of the mechanisms related to quiet quitting. Future research is also advised to use longitudinal designs and include a more diverse range of respondent characteristics and work contexts so that the findings can provide a broader picture of how quiet quitting develops among employees.

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