

The Influence Of Job Satisfaction And Perceived Organizational Support On Quiet Quitting In Generation Z Employees In The Food And Beverage Sector In Bandar Lampung

Afdilah Mianda Putri

Malahayati University

Supriyati

Malahayati University

Prida Harkina

Malahayati University

Corresponding Author : afdilaaputri@gmail.com

Abstract

The phenomenon of quiet quitting is gaining increasing attention because it can reduce employee engagement, especially among Generation Z employees who have different characteristics and work expectations. This study aims to analyze the effect of job satisfaction and perceived organizational support on quiet quitting among Generation Z employees in the food and beverage sector in Bandar Lampung. The study used a quantitative approach with a survey design and multiple linear regression analysis. The study population was Generation Z employees working in the food and beverage sector in Bandar Lampung. A total of 100 respondents were selected using a purposive sampling technique based on the Cochran formula. Data were collected using a four-point Likert scale measuring quiet quitting, job satisfaction, and perceived organizational support. Data analysis was performed using SPSS version 27 through validity tests, reliability tests, classical assumption tests, t-tests, F-tests, and coefficients of determination. The results showed that job satisfaction and perceived organizational support simultaneously had a significant effect on quiet quitting. Partially, job satisfaction had a significant negative effect, while perceived organizational support had no significant effect on quiet quitting. It was concluded that increasing job satisfaction is the main factor that can reduce the tendency of quiet quitting among Generation Z employees, while organizational support has not been able to provide a direct effect.

155



Keywords: Food And Beverage Industry, Generation Z, Job Satisfaction, Perceived Organizational Support, Quiet Quitting

INTRODUCTION

Employees are important assets for organizations because they play a role in achieving organizational goals. In addition to completing tasks according to job descriptions, organizations also expect employees to contribute beyond formal duties through volunteer behavior that supports the organization (Djatola & Hilal, 2022; Ar-Raza, 2025). Borman and Motowidlo (1997) and Organ (1988) explain that these contributions are reflected in a willingness to help coworkers, demonstrate a high level of responsibility, and support the organization's sustainability. However, a 2022 Gallup survey showed that approximately 50% of workers in the United States only work on their primary tasks, while Toska et al. (2025) found that 62% of healthcare workers in Greece exhibited low work engagement. This phenomenon is known as quiet quitting (Mahand & Caldwell, 2023; Serenko, 2023).

The phenomenon of quiet quitting is also associated with Generation Z characteristics, which prioritize flexibility, work-life balance, and a work environment that aligns with personal values (Business Insider, 2021; Lingga, Rahmawati, & Putri, 2023; Nehemia & Wibowo, 2025). However, a pre-survey of Generation Z employees at the Energi Positif (Enpos) cafe showed that informants still completed their primary tasks and were willing to help coworkers under certain circumstances. Despite setting limits on additional effort and experiencing burnout, they continued to carry out their work responsibilities, so the characteristics of quiet quitting were not fully apparent.

The discrepancy between theoretical concepts and empirical findings suggests that quiet quitting is influenced by various factors. Serenko (2023) states that this behavior can be influenced by a lack of extrinsic motivation, burnout, and disappointment with management and the organization. One relevant factor is job satisfaction, which is an individual's assessment of their work when results meet expectations (Robbins, 2008). Research by Marwa and Kusuma (2025) and Friyanti and Mubarak (2024) shows that higher job satisfaction lowers the likelihood of quiet quitting.

In addition to job satisfaction, perceived organizational support is also thought to influence quiet quitting. Eisenberger et al. (1986) explain that perceived organizational support is an employee's perception of the organization's appreciation for their contributions and



concern for their well-being. Research by Toska et al. (2025) and Singh et al. (2025) shows that the higher the perceived organizational support, the lower the likelihood of quiet quitting. This relationship is important to study in the food and beverage sector, which is characterized by fast-paced work, high customer interaction, and irregular working hours (Putri, 2023; Ichsan, 2025).

Although the relationship between job satisfaction and perceived organizational support and quiet quitting has been studied, most of the research was conducted on healthcare workers and teachers outside Indonesia (Toska et al., 2025; Singh et al., 2025). Research on Generation Z employees in the food and beverage sector is still limited, even though generational characteristics and the work environment in that sector have the potential to influence the emergence of quiet quitting (Widiari, 2025; Rahayu, 2022). Therefore, research is needed to examine the effect of job satisfaction and perceived organizational support on quiet quitting among Generation Z employees in the food and beverage sector in Bandar Lampung. This study is expected to provide a more comprehensive understanding and be novel because it examines both variables in the context of Generation Z in the food and beverage sector.

RESEARCH METHODS

This study uses a quantitative approach to examine the influence of job satisfaction and perceived organizational support on quiet quitting among Generation Z employees in the food and beverage sector in Bandar Lampung. According to Azwar (2017), quantitative research uses numerical data analyzed statistically to explain the relationships between variables. The analysis was conducted using multiple linear regression.

The study population was all Generation Z employees in the food and beverage sector in Bandar Lampung. Because the exact population size was unknown, the sample size was determined using the Cochran formula, resulting in 100 respondents. Sampling was conducted using a purposive sampling technique (Azwar, 2017) with the criteria of being aged 18 to 29, working in the food and beverage sector, residing in Bandar Lampung, and having a minimum work period of six months.

Data were collected using a four-choice Likert scale. The research instruments consisted of a quiet quitting scale based on Serenko's (2023) indicators, a job satisfaction scale adapted from Putri (2024) and Robbins (2006), and a perceived organizational support scale using the short version of the SPOS from Rhoades and Eisenberger (2002) based on the theory of



Eisenberger et al. (1986). All instruments were tested for validity and reliability through field trials.

Data analysis was performed using SPSS version 27. Instrument validity was tested using Pearson Product Moment correlation (Azwar, 2015; Sugiyono, 2019), while reliability was tested using Cronbach's Alpha (Azwar, 2017). Before hypothesis testing, normality, multicollinearity, and heteroscedasticity tests were conducted (Hafni, 2022). Then, the data were analyzed using multiple linear regression through t-tests and F-tests.

The research procedures include the preparation and adjustment of instruments, readability tests, implementation of usability trials, data collection from respondents who meet the criteria, and data analysis to test the effect of job satisfaction and perceived organizational support on quiet quitting among Generation Z employees in the food and beverage sector in Bandar Lampung.

A. RESULTS AND DISCUSSION

Description of Research Subjects

Table 1 Respondent Demographic Data

Demographic Data	F	%
Gender		
Woman	67	67%
Man	33	33%
Total	100	100%
Length of working		
< 1 Year	27	27%
1-2 Years	34	34%
More than 2 Years	39	39%
Total	100	100%

Based on Table 1, the demographic data of the respondents in the study above, the majority of respondents were female, amounting to 67%, while male respondents amounted to 33%. Then, based on length of service, the majority were employees who had worked for more than 2 years, amounting to 39%, followed by employees with a length of service of 1-2 years amounting to 34%, and those with a length of service <1 year amounting to 27%.



Research Data Description

Table 2 Description of Research Data

Variables	Mean	Standard Deviation
<i>Quiet Quitting</i>	71.90	12,698
<i>Job Satisfaction</i>	56.63	6,605
<i>Perceived Organizational Support</i>	25.09	3,188

Based on Table 2, the results of this study can be classified into three categories, namely high, medium, and low.

Table 3 Categorization Formula

Category	Formula
High	$M + 1SD \leq X$
Medium	$M - 1SD < X < M + 1SD$
Low	$X < M - 1SD$

Table 4 Categorization of Quiet Quitting

Categorization	Frequency	Percentage
High	15	15%
Medium	68	68%
Low	17	17%
Total	100	100%

Based on the categorization results in Table 4, of the 100 employees who were the study subjects, 68% were in the medium category, 17% in the low category, and 15% in the high category. These results indicate that the majority of Generation Z employees in the food and beverage sector in Bandar Lampung have a quiet quitting level in the medium category, indicating that they continue to carry out their main tasks according to standards, but have begun to limit contributions outside of their job descriptions in certain situations.



Table 5 Categorization of Quiet Quitting Aspects

Quiet Quitting Aspects	Mean
Work contribution restrictions	2.11
Reduction of effort beyond expectations	2.07
Psychological withdrawal	1.83

Based on Table 5, the aspect of quiet quitting with the highest average score was limiting work contributions (mean = 2.11), followed by reducing effort beyond expectations (mean = 2.07), and psychological withdrawal (mean = 1.83). These results indicate that quiet quitting in the study subjects was more reflected in limiting work contributions than psychological withdrawal from work.

Table 6 Job Satisfaction Categorization

Categorization	Frequency	Percentage
High	18	18%
Medium	66	66%
Low	16	16%
Total	100	100%

Based on Table 6, of the 100 employees who participated in the study, 66% were in the medium category, 18% in the high category, and 16% in the low category. These results indicate that the majority of Generation Z employees in the food and beverage sector in Bandar Lampung have a moderate level of job satisfaction, indicating that they give a fairly positive assessment of their work, although not entirely across all aspects

Table 7 Categorization of Job Satisfaction Aspects

Job Satisfaction Aspects	Mean
The work itself	2.80
Wages	2.99
Promotion	2.06
Supervisor	3.06
Work colleague	3.23



Based on Table 7, the results of the mean calculation on the five aspects of job satisfaction measured using a Likert scale of 1-4, it is known that the aspect with the highest average is coworkers with a mean of 3.23, followed by supervisors who have a mean of 3.06, then salary with a mean of 2.99, and the job itself with a mean of 2.80, as well as promotion with a mean of 2.06

Table 8 Categorization of Perceived Organizational Support

Categorization	Frequency	Percentage
High	12	12%
Medium	78	78%
Low	10	10%
Total	100	100%

Based on Table 8, of the 100 employees who participated in the study, 78% were in the medium category, 12% in the high category, and 10% in the low category. These results indicate that the majority of Generation Z employees in the food and beverage sector in Bandar Lampung have a medium level of perceived organizational support, indicating that they perceive the organization to provide adequate support, although it has not yet been optimally perceived.

Table 9 Categorization of Aspects of Perceived Organizational Support

Aspects of Perceived Organizational Support	Mean
Recognition of employee contributions	3.15
Attention to employee welfare	3.12

Based on the mean calculation results, the aspect of perceived organizational support with the highest average was appreciation for employee contributions (mean = 3.15), followed by concern for employee well-being (mean = 3.12). These results indicate that employees tend to feel appreciation for their contributions and the organization's concern for their well-being.



Classical Assumption Test

Table 10 Kolmogorov Smirnov Test

	Unstandardized Residual
N	100
Asymp. Sig. (2-tailed)	.200

Based on Table 10, the results of the normality test using the One-Sample Kolmogorov-Smirnov Test for the Unstandardized Residual value obtained a significance value of 0.200. Because the significance value is >0.05 , it can be said that the data is normally distributed and meets the assumption of normality.

Table 11 Residual Normality Test

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	54.23	85.60	71.90	7,890	100
Residual	-31,931	24,979	.000	9,949	100
Std. Predicted Value	-2,240	1,747	.000	1,000	100
Std. Residual	-3,177	2,485	.000	.990	100

Based on Table 11, the Residual Statistics output, it is known that the mean residual value is 0.000. This indicates that, on average, the difference between the predicted values is 0.000.



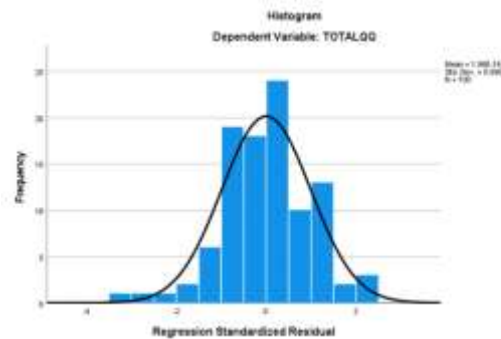


Figure 1 Normality Test Results (Histogram)

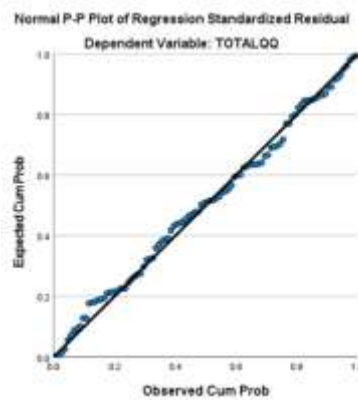


Figure 2 Normality Test Results (PP Plot)

Table 12 Multicollinearity Test

	Colinearity Statistics
Model	VIF Tolerance
1 Job Satisfaction	.784 1.275
<i>Perceived Organizational Support</i>	.784 1.275

Based on Table 12, the multicollinearity test shows that the Tolerance value for the job satisfaction and perceived organizational support variables is 0.784, while the VIF value for each has the same magnitude, namely 1.275. Because the Tolerance value is close to 1 and the VIF

value is far below 10, it can be said that there are no symptoms of multicollinearity among the independent variables in this regression model.

Table 13 Glesjer Heteroscedasticity Test

Variables	Sig.	Conclusion
X1	.063	No Heteroscedasticity Occurs
X2	.668	No Heteroscedasticity Occurs

Based on table 13 above, the significance value (Sig.) for each independent variable is obtained, namely variable X1 has a significance value of 0.063, while variable X2 has a significance value of 0.668. The data shows that the significance value of both variables is > 0.05 , so it can be concluded that there is no heteroscedasticity in the two variables.

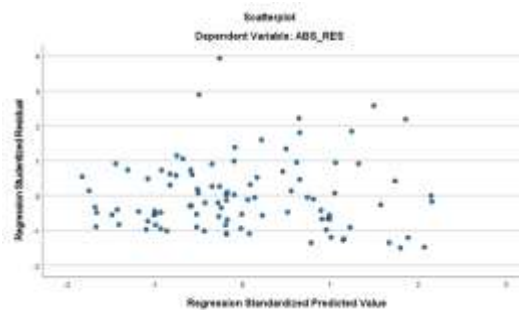


Figure 3 Scatterplot Test Results

Hypothesis Testing

Table 14 Simultaneous Test (F Test)

Model	F	Sig.
Regression	30,502	<,001
Residual		

Based on the results of the F-test in Table 14, it is known that the F-value is 30.502 with a significance value of 0.001. Since the significance value is > 0.05 , it can be concluded that job satisfaction and perceived organizational support simultaneously have a significant effect on quiet quitting, and hypothesis one (H1) is accepted.

Table 15 Coefficient of Determination

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.621	.386	.373	10,051

Based on Table 5, the R value obtained is 0.621, indicating a fairly strong relationship between job satisfaction and perceived organizational support with quiet quitting. The R Square value of 0.386 indicates that 39% of the variation in quiet quitting is explained by the two independent variables, while the remaining 61% is influenced by other factors outside the research model.

Table 16 Partial Test (t-Test)

Model	Standardized Coefficients Beta	t	Sig.
Constant		13,746	<.001
<i>Job Satisfaction</i>	-.658	-7,330	<.001
<i>Perceived Organizational Support</i>	.091	1,016	.312

Based on Table 16, the t-test results show that job satisfaction has a negative and significant effect on quiet quitting with a significance value of 0.001 (<0.05), a beta coefficient of -0.658, and a t-value of -7.330, so H2 is accepted. Meanwhile, perceived organizational support does not have a significant effect on quiet quitting because it has a significance value of 0.312 (>0.05), so H3 is rejected.

Table 17 Effective Contribution

Variables	Regression Coefficient (Beta)	Correlation Coefficient (Rxy)	R Square	Effective Contribution
<i>Job Satisfaction</i>	-.658	-.616	.386	40.53%
	.091	-.215		1.96%



<i>Perceived Organizational Support</i>				
---	--	--	--	--

Based on Table 17, job satisfaction contributed 40.53%, while perceived organizational support contributed 1.96%. These results indicate that job satisfaction significantly influences quiet quitting. The higher an employee's perceived job satisfaction, the lower their likelihood of quiet quitting.

DISCUSSION

Based on the results of the hypothesis test, it was found that job satisfaction and perceived organizational support simultaneously showed a significant influence on quiet quitting with a p-value of 0.001 ($p < 0.05$). This indicates that job satisfaction and perceived organizational support, as independent variables, together have a significant influence on the dependent variable, namely quiet quitting.

Furthermore, partial hypothesis testing results indicate that job satisfaction has a negative and significant effect on quiet quitting among Generation Z employees working in the food and beverage sector in Bandar Lampung. This is indicated by a significance value of 0.001 ($p < 0.05$), a beta coefficient value of -0.658, and a t-value of -7.330. These findings indicate that the higher the level of job satisfaction an employee has, the lower their tendency to engage in quiet quitting. Conversely, the lower the level of job satisfaction an employee feels, the higher the tendency for quiet quitting behavior to occur.

These findings can be understood through the characteristics of Generation Z as a generation that prioritizes a supportive work environment, opportunities for development, and a balance between work and personal life. Generation Z also tends to require continuous feedback as a means to evaluate and develop their abilities, making satisfaction with various aspects of their work important in maintaining their engagement in the workplace. When work can meet these needs, Generation Z employees tend to feel more satisfied, remain engaged in their work, and have a lower tendency to engage in quiet quitting. Conversely, if the job does not provide a work experience that meets their expectations, such as minimal development opportunities or a less supportive work environment, job satisfaction can decrease, increasing the tendency to engage in quiet quitting.



The results of this study align with research conducted by Sitorus and Rachmawati (2024), which found that job satisfaction plays a role in reducing the tendency toward quiet quitting, disengagement, and minimalist work behavior. Employees who are satisfied with their jobs tend to have a stronger attachment to the organization, thus not only carrying out their duties according to formal obligations but also demonstrating more optimal engagement and contribution. Thus, job satisfaction can be a factor that helps reduce the tendency for employees to engage in quiet quitting.

The findings of this study are also supported by research by Sunarta (2023), which shows that job satisfaction is positively related to employee engagement and organizational commitment. Employees who feel satisfied with their jobs tend to have positive affect, higher loyalty, and a willingness to actively participate in organizational activities. This condition contrasts with the characteristics of quiet quitting, which is characterized by limiting work contributions, reducing effort beyond minimum expectations, and psychological withdrawal.

The results of this study indicate that job satisfaction is an important factor that can influence the tendency to quit. When employees experience positive feelings about their jobs as a result of evaluating various aspects or characteristics of the job they are doing, whether related to the job itself, salary, promotions, supervisors, and coworkers, they are more likely to maintain their involvement and commitment to the organization. Conversely, if employees feel dissatisfied with their jobs, they may limit their work engagement to only the tasks listed in the job description, both primary tasks and activities outside of their formal responsibilities. This condition can ultimately increase the tendency for quiet quitting behavior in employees.

Meanwhile, the results of this study also showed a significance value for the variable perceived organizational support, namely 0.312 ($p > 0.05$), indicating that perceived organizational support does not have a significant influence on quiet quitting among Generation Z employees working in the food and beverage sector in Bandar Lampung. This finding indicates that employees' perceptions of organizational support have not been able to directly influence their tendency to engage in quiet quitting.

The results of this study align with those of Annasihi and Syaebani (2026), who found that perceived organizational support did not have a significant direct effect on quiet quitting ($\beta = 0.06$; $t = 0.83$). This study explains that perceived organizational support cannot necessarily reduce quiet quitting behavior if the support provided is unable to improve employee psychological well-being. In other words, the effectiveness of organizational support in reducing



quiet quitting depends on its ability to create feelings of comfort, appreciation, and well-being in employees.

These findings suggest that even though employees perceive organizational support, such as appreciation for employee participation and concern for employee well-being, this support may not be sufficient to reduce the likelihood of quiet quitting. This study indicates that quiet quitting behavior among study subjects is likely influenced by other factors, as described by Serenko (2023), such as low extrinsic motivation and burnout. Therefore, perceived organizational support is not yet a primary factor influencing employees' likelihood of quiet quitting.

The dependent variable, namely quiet quitting, shows the categorization results that most Generation Z employees are at a moderate level, namely 68%. The results of calculating the mean for the three quiet quitting indicators show that the indicator with the highest average is limiting work contributions with a mean of 2.11, followed by reducing efforts beyond expectations with a mean of 2.07, and psychological withdrawal with a mean of 1.83. These findings indicate that quiet quitting in research subjects is more reflected in limiting work behavior than in the form of emotional or psychological detachment from work.

The dominance of indicators of limiting work contributions is reflected in high scores on several items such as "I rarely take on additional responsibilities outside my main duties" (item 15), "I only focus on my own work without getting involved further" (item 29), and "I am reluctant to get involved in work outside my main role" (item 30). This indicates that employees tend to limit their voluntary involvement in the organization.

Furthermore, the indicator of reduced effort beyond minimum expectations is in the moderate category, reflected in several items such as "I only work according to the instructions given" (item 7), "I do not try to do more work than requested" (item 17), "I work according to the requested target without feeling the need to do more than that" (item 21). This indicates that employees tend to work according to the standards or job demands that have been set, but have not consistently demonstrated efforts that exceed organizational expectations.

In contrast, the lowest mean scores on the psychological withdrawal indicator are reflected in several items such as "I do my job without feeling too connected to the organization" (item 19), "I feel my job is just an obligation" (item 25), "I don't really care about the development of the organization" (item 35). This indicates that employees are still psychologically present in their work and still have a relatively good emotional attachment, so the potential for a decrease



in long-term productivity, innovation, and organizational competitiveness due to psychological withdrawal is unlikely to occur significantly.

The job satisfaction variable shows the categorization results that most Generation Z employees are at a moderate level, namely 66%, the results of the mean calculation on the five job satisfaction indicators show that the indicator with the highest average is coworkers with a mean of 3.23, followed by supervisors who have a mean of 3.06, then salary with a mean of 2.99, and the job itself with a mean of 2.80, as well as promotions with a mean of 2.06. These findings indicate that employees tend to have friendly and supportive coworkers in their workplace.

The co-worker and supervisor indicators obtained the highest average compared to other indicators. This indicates that employee job satisfaction primarily stems from interpersonal relationships established in the work environment, as reflected in several items such as "Good cooperation among my co-workers will ensure a job is completed well" (item 7), "I enjoy working with the people in my company" (item 12), and "In my company, I work with responsible people" (item 20). This indicates that employees tend to feel supported, helpful, and have positive social interactions with their co-workers. Furthermore, in the supervisor indicator, job satisfaction is evident through high scores on the items "My superior always supports me" (item 1) and "My superior is competent" (item 6). This indicates that employees tend to feel satisfied with the role of their superior in the work environment.

The high level of satisfaction with coworkers and supervisors also aligns with the characteristics of Generation Z, who desire a supportive work environment, mutual respect, and positive interpersonal relationships. For Generation Z, the quality of interactions with coworkers and superiors is one of the factors that influence comfort at work. Furthermore, Generation Z's need for continuous feedback makes the role of supervisors even more important, as superiors are seen not only as providers of instructions but also as sources of direction and self-development. Therefore, the high level of satisfaction with coworkers and supervisors in this study indicates that Generation Z's interpersonal needs have been relatively met, thus contributing to their perceived job satisfaction.

The salary and job indicators themselves show that employee satisfaction with compensation and the work they do is in the moderate category. Employees tend to feel that the salary they receive is sufficient to meet expectations, although it does not yet provide complete satisfaction, as reflected in several items such as "My company pays better than competitors" (item 4), "My salary is sufficient considering the responsibilities I have" (item 9), and "My



additional benefits are very large" (item 16). In addition, employees also quite enjoy the work they do, such as the tasks and responsibilities given, but satisfaction with the job is still not optimal. This condition is reflected in several items that received high scores such as "My work here is very interesting for me" (item 3), and "I feel happy with the large amount of responsibility in my job" (item 8).

Conversely, the lowest mean score on the promotion indicator indicates that employees do not fully perceive opportunities for career development or promotion at their workplace. This is reflected in items such as "If I do my job well, I'm likely to be promoted" (item 15) and "I'm satisfied with my level of career advancement in the company" (item 19).

The data also shows that in the perceived organizational support variable, the categorization results show that most Generation Z employees are at a moderate level, namely 78%, the results of the mean calculation on both dimensions of perceived organizational support show that the dimension with the highest average is appreciation for employee contributions with a mean of 3.15, followed by attention to employee welfare which has a mean of 3.12. These findings indicate that employees tend to get recognition and attention, salary, and access to information or other means needed to do their jobs well by the organization.

Based on the mean calculation results for the two indicators of perceived organizational support, the difference between the two values is relatively small. However, the high mean score for the indicator of appreciation for employee contributions indicates that employees tend to feel that their efforts and contributions are recognized by the organization. This is reflected in several items such as "The company can appreciate the extra effort that employees put in" (item 2), "The company values employees' opinions" (item 4), and "If I am given the opportunity, the company can maximize my potential" (item 8).

Furthermore, the indicator of concern for employee well-being also showed a similar average value. These results indicate that employees feel a sense of organizational concern for their well-being, as reflected in several items such as "My company cares deeply about employee well-being" (item 1), "The company is very helpful when employees need help" (item 5), and "My company cares about employee difficulties" (item 6).

This research was conducted systematically and successfully achieved its stated objectives. However, there are several methodological and empirical limitations that need to be considered when interpreting the results, as follows:



1. Technical issues during the data collection process. Data collection took relatively longer than planned because the distribution and return of questionnaires depended on respondents' willingness to complete the research instruments. Furthermore, researchers needed to coordinate with the research sites and distribute the questionnaires in stages to accommodate each workplace's operational schedule. This situation resulted in the data collection process taking longer, even though the target number of respondents was ultimately met.
2. A limitation of this study lies in the use of a cross-sectional design, meaning data collection was conducted at a single point in time. This means the study only describes the respondents' conditions at the time they completed the questionnaire, and therefore cannot explain changes in behavior or relationships between variables longitudinally over time.

CONCLUSION AND SUGGESTIONS

This study shows that job satisfaction and perceived organizational support simultaneously have a significant effect on quiet quitting among Generation Z employees in the food and beverage sector in Bandar Lampung. Partially, only job satisfaction has a negative and significant effect on quiet quitting, while perceived organizational support does not show a significant effect. Furthermore, job satisfaction provides a greater effective contribution than perceived organizational support, thus becoming a more dominant factor in explaining the tendency for quiet quitting. Descriptive results also indicate that the levels of quiet quitting, job satisfaction, and perceived organizational support are mostly in the moderate category.

This study has limitations due to its cross-sectional design, which only describes the respondents' conditions at a specific point in time. Furthermore, the data collection process is time-consuming due to its reliance on respondents' willingness to participate. Therefore, further research is recommended to use a longitudinal design and consider other factors that may influence quiet quitting, such as burnout and extrinsic motivation. Practically, organizations need to improve job satisfaction by providing career development opportunities, fair reward systems, supportive working relationships, and effective communication to maintain the engagement of Generation Z employees and minimize the tendency towards quiet quitting.



BIBLIOGRAPHY

- Annasihi, AAM, & Syaebani, MI (2026). Determinants of quiet quitting among Generation Z employees: The mediating effect of employee well-being. *Research Horizons*, 6(2), 693–706. <https://doi.org/10.54518/rh.6.2.2026.1109>
- Ar-Raza, A. (2025). *The role of employees in organizational success*. Mandiri Publisher.
- Azwar, S. (2015). *Reliability and validity* (4th ed.). Student Library.
- Azwar, S. (2017). *Psychological research methods* (2nd ed.). Student Library.
- Borman, W. C., & Motowidlo, S. J. (1997). Task performance and contextual performance: The meaning for personnel selection research. *Human Performance*, 10(2), 99–109. https://doi.org/10.1207/s15327043hup1002_3
- BusinessInsider. (2021, September 15). Generation Z: The tech-savvy workforce. <https://www.businessinsider.com>
- Djatola, D., & Hilal, M. (2022). *Employee contribution to organizational performance*. Rajawali Press.
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71(3), 500–507. <https://doi.org/10.1037/0021-9010.71.3.500>
- Friyanti, A., & Mubarak, H. (2024). The effect of job satisfaction on the tendency of quiet quitting in Bank X employees. *Journal of Industrial and Organizational Psychology*, 9(2), 45–58.
- Gallup. (2022, June). Quiet quitting and the state of the American workplace. <https://www.gallup.com>
- Hafni, SS (2022). *Research methods*. KBM Indonesia Publisher.
- Ichsan, H. (2025). What is the F&B business? *Jurnal.id*. <https://www.jurnal.id/id/blog/apa-itu-bisnis-fb/>
- Lingga, A., Rahmawati, D., & Putri, S. (2023). Characteristics of Generation Z in the workplace: Implications for HR management. *Journal of Applied Psychology*, 15(2), 101–115.
- Mahand, T., & Caldwell, C. (2023). Quiet quitting—Causes and opportunities. *Business and Management Research*, 12(1), 9–19. <https://doi.org/10.5430/bmr.v12n1p9>
- Marwa, S., & Kusuma, RCSD (2025). The effect of job burnout, work-life balance, and job satisfaction on quiet quitting (Case study: Generation Z, Special Region of Yogyakarta). *Journal of Applied Business and Office Administration*, 1(2). <https://doi.org/10.21831/jaboa.v1i2.2253>



- Nehemia, P., & Wibowo, R. (2025). Generation Z's work environment preferences: A qualitative study. *Journal of Management and Organization*, 12(1), 22–36.
- Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington Books.
- Putri, CR (2024). Description of employee job satisfaction at CV YZ (Undergraduate thesis). University of Muhammadiyah Malang.
- Putri, DA (2023). Coordination of food and beverage service with food and beverage products in breakfast operations at the Princess Hotel Palembang (Undergraduate thesis). Bina Darma University.
- Rahayu, ND (2022). Generation Z employees' perceptions of work-life balance and its impact on productivity. *Journal of Industrial and Organizational Psychology*, 6(2), 45–60.
- Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology*, 87(4), 698–714. <https://doi.org/10.1037/0021-9010.87.4.698>
- Robbins, S.P. (2006). *Organizational behavior* (11th ed.). Pearson Prentice Hall.
- Robbins, S.P., & Judge, T.A. (2008). *Organizational behavior* (12th ed.). Pearson Prentice Hall.
- Serenko, A. (2023). The human capital management perspective on quiet quitting: Recommendations for employees, managers, and national policymakers. *Journal of Knowledge Management*. Advance online publication. <https://doi.org/10.1108/JKM-10-2022-0792>
- Singh, S., Bhatt, A.S., Valliammal, M., Bhalla, R., Sinha, A., & Bahadur, S. (2025). The influence of perceived organizational support and role conflict on employee quiet quitting: The mediating role of job satisfaction. *International Review of Management and Marketing*, 15(6), 52–63.
- Sitorus, MG, & Rachmawati, R. (2024). Analysis of the quiet quitting phenomenon with work engagement and job satisfaction as mediators: Study of employees in Indonesian banking industry. *Eduvest – Journal of Universal Studies*, 4(11), 10671–10793. <https://doi.org/10.59188/eduvest.v4i11.44765>
- Sugiyono. (2019). *Quantitative, qualitative, and R&D research methods* (2nd ed.). Alfabeta.
- Sunarta, AP (2023). The influence of perceived organizational support and job satisfaction on organizational commitment in employees. *Syntax Literate: Indonesian Scientific Journal*, 8(6). <https://doi.org/10.36418/syntax-literate.v8i6.11654>



- Toska, A., Dimitriadou, I., Togas, C., Nikolopoulou, E., Fradelos, E.C., Papathanasiou, IV, Saridi, M., et al. (2025). Quiet quitting in the hospital context: Investigating conflicts, organizational support, and professional engagement in Greece. *Nursing Reports*, 15(2), 38.
- Widiari, R. (2025). The phenomenon of quiet quitting in Generation Z: An organizational psychology perspective. *Journal of Psychology and Management*, 10(2), 56–72.

