



## Workload and Job Boredom in Driving Quiet Quitting Among Generation Z Employees in Bekasi City: The Mediating Role of Job Satisfaction

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### ABSTRACT

This study aims to examine the influence of workload and job boredom on quiet quitting behavior among Generation Z employees, with job satisfaction acting as a mediating variable. The research is grounded in the increasing phenomenon of employee disengagement, particularly among younger workers who tend to prioritize work-life balance, psychological well-being, and meaningful work experiences. A quantitative approach with an explanatory research design was employed to analyze the relationships among the variables. Data were collected from Generation Z employees working in Bekasi City using a structured questionnaire. The analysis was conducted using Structural Equation Modeling based on Partial Least Squares to evaluate both the measurement and structural models. The findings indicate that workload and job boredom significantly influence job satisfaction and quiet quitting behavior. High workload tends to reduce job satisfaction and increase disengagement, while job boredom contributes to lower motivation and diminished work involvement. Job satisfaction is found to play a crucial mediating role, where higher satisfaction levels reduce the likelihood of quiet quitting behavior. This study contributes to the literature on organizational behavior by providing a comprehensive understanding of the factors influencing quiet quitting among Generation Z employees. The results also offer practical implications for organizations to design effective human resource strategies by managing workload, reducing job monotony, and enhancing employee satisfaction to improve engagement and organizational performance.

#### Keywords:

Workload, Job Boredom, Job Satisfaction, Quiet Quitting, Generation Z

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## INTRODUCTION

Generation Z is increasingly dominating the global workforce, referring to individuals born between the mid-1990s and the early 2010s. This digital generation, raised in an

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environment characterized by advanced technology and internet connectivity, possesses unique characteristics and distinct expectations toward work compared to previous generations. A dynamic and interactive work environment is particularly appealing to Generation Z, as they tend to dislike monotonous routines. Opportunities to interact with customers and colleagues allow them to engage socially, which is highly valued by this generation (Bachtiar, 2025).

The development of the labor market in Indonesia in recent years has shown significant dynamics, both in terms of job demands, employee expectations, and workforce characteristics. Particularly among younger workers (Generation Z), many enter the workforce with different expectations compared to earlier generations, such as achieving work-life balance and seeking meaningful work. Several emerging phenomena have attracted attention, including a new form of disengagement behavior known as quiet quitting, where employees remain present at work but only perform the minimum required tasks according to their job descriptions without demonstrating additional initiative or emotional involvement (Manullang et al., 2025).

In Indonesia, research on quiet quitting is still relatively new; however, efforts have been made to measure and understand this phenomenon. For instance, the study entitled "Development of a Quiet Quitting Scale among Generation Z Employees in Indonesia" indicates that measurement instruments for quiet quitting have been specifically developed for Indonesian Generation Z workers (Manullang et al., 2025). Quiet quitting does not imply that employees actually resign from their jobs; rather, it refers to a condition in which employees only perform their duties at a minimum level without demonstrating additional engagement or commitment to the organization. Employees in this condition tend to work merely as a formality, lose motivation to contribute beyond basic expectations, and psychologically withdraw from the workplace. This phenomenon is increasingly observed among Generation Z workers who feel that their jobs no longer provide satisfaction, personal development, or the desired work-life balance.

The phenomenon of quiet quitting has also begun to emerge within the Indonesian labor context, particularly in urban areas with high work dynamics such as Bekasi City. Bekasi is one of the major industrial areas and economic centers within the Greater Jakarta metropolitan region. Numerous manufacturing, service, and trade companies operate in this region, absorbing a large number of workers, including those from Generation Z. High work intensity, production targets, and productivity demands often expose young employees to considerable work pressure. Under certain conditions, such pressure may lead to job burnout and decreased employee engagement within organizations.

In recent years, quiet quitting has become a significant concern in organizational behavior studies, particularly among younger workforce groups. The term refers to a condition where employees formally remain in their organizations but no longer demonstrate strong emotional attachment or commitment to their work. Employees in this state tend to perform tasks strictly according to their job descriptions without making additional contributions to the organization.

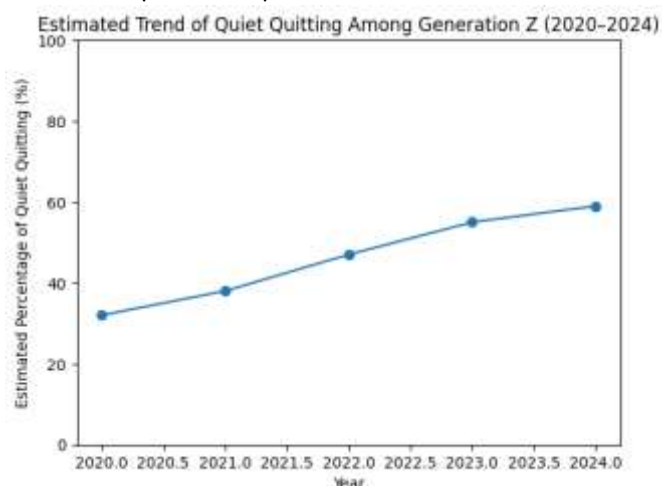
Over the past five years, the phenomenon of quiet quitting has shown a substantial increasing trend among young workers, especially Generation Z. At the onset of the COVID-19 pandemic in 2020, approximately 32% of young workers began to exhibit signs of

psychological withdrawal from their jobs due to work pressure and economic uncertainty. In 2021, this figure increased to around 38%, alongside changes in digital work patterns and the growing demands of remote work.

Entering 2022, quiet quitting gained global attention as the term became widely discussed on social media and in various organizational reports. During this period, it was estimated that around 47% of young workers experienced decreased work engagement. This trend continued to rise in 2023, where labor surveys indicated that approximately 55% of Generation Z and millennial workers were no longer willing to work beyond their primary job descriptions. This condition reflects a shift in younger generations' attitudes toward work, emphasizing work-life balance and mental health.

In 2024, a report by Gallup revealed that approximately 59% of workers fall into the disengaged category or quiet quitters, referring to employees who are physically present at work but lack emotional attachment to their jobs. This increasing trend highlights that quiet quitting has become a critical issue in human resource management within modern organizations.

When viewed in the context of metropolitan areas such as Bekasi City, this phenomenon becomes even more relevant. Bekasi is one of the largest industrial hubs in the Greater Jakarta area, absorbing a substantial workforce, including Generation Z employees. High job intensity, productivity targets, and monotonous work routines have the potential to create conditions of excessive workload and job boredom. These conditions may reduce employee job satisfaction, which ultimately encourages the emergence of quiet quitting behavior. The following figure illustrates the increasing trend of quiet quitting among Generation Z workers over the past five years.



**Figure 1.** Estimated Trend of Quiet Quitting Among Generation Z (2020–2024)

The above graph illustrates that the phenomenon of quiet quitting among young workers has shown a consistent increase over the past five years. In 2020, the percentage of workers exhibiting signs of quiet quitting was estimated at around 32%, which then increased to 38% in 2021. This trend continued to rise to 47% in 2022, 55% in 2023, and reached approximately 59% in 2024. This increase indicates that work engagement among younger generations has declined significantly in recent years.

This phenomenon suggests a shift in Generation Z's attitudes toward work, where they tend to place greater emphasis on work-life balance, mental health, and a work environment

that provides psychological satisfaction. These conditions also reinforce the assumption that factors such as high workload and job boredom can reduce job satisfaction, which ultimately leads to the emergence of quiet quitting behavior.

One of the factors frequently associated with the emergence of quiet quitting is workload. Excessive workload can generate both physical and psychological pressure on employees. When employees perceive that job demands are not balanced with their capabilities or available resources, such conditions may trigger work-related stress and reduce motivation to perform optimally. In the long term, poorly managed workload can cause employees to lose their enthusiasm for work and only perform tasks at a minimal level. For Generation Z employees, who tend to be more sensitive to work-life balance and workplace comfort, such conditions can accelerate the occurrence of quiet quitting behavior.

In addition to workload, job boredom has also become a critical issue in human resource management. Job boredom occurs when employees perceive their work as monotonous, less challenging, or lacking opportunities for growth. This condition can reduce employee engagement and diminish their sense of belonging to the organization. Generation Z is widely recognized as a generation that values dynamism, innovation, and opportunities to learn new things. When their work fails to meet these expectations, employees are more likely to experience job boredom, which in turn affects their attitudes and work behaviors.

The relationship between workload, job boredom, and quiet quitting behavior does not always occur directly. In many cases, these conditions are influenced by the level of job satisfaction experienced by employees. Job satisfaction reflects the extent to which individuals feel satisfied with various aspects of their work, including job tasks, work environment, relationships with colleagues, and organizational rewards. Employees with high levels of job satisfaction tend to exhibit positive attitudes toward the organization, demonstrate stronger commitment, and show greater motivation to contribute optimally. Conversely, when job satisfaction declines, employees may experience reduced motivation and engagement, which ultimately leads to quiet quitting behavior.

Previous studies have examined various factors related to job satisfaction and employee work behavior. However, studies that specifically link workload, job boredom, job satisfaction, and quiet quitting among Generation Z employees remain relatively limited, particularly within the context of organizations in Indonesia. Therefore, understanding the relationships among these variables is essential to provide a more comprehensive perspective on the dynamics of young workers' behavior in modern organizational settings.

## **Literature Review and Problem Statement**

### **Literature Review**

The transformation of the modern workforce has been significantly influenced by the emergence of Generation Z, a cohort born between the mid-1990s and early 2010s, characterized by their digital orientation and distinct work expectations. Compared to previous generations, Generation Z places greater emphasis on work-life balance, meaningful work, and psychological well-being rather than solely focusing on job stability or career advancement (Bachtiar, 2025). This shift in values has contributed to changes in employee attitudes and behaviors within organizational settings.

One of the prominent behavioral phenomena that has emerged is quiet quitting, which refers to a condition where employees continue to fulfill their formal job responsibilities but

withdraw from additional engagement and discretionary efforts. Quiet quitting does not imply actual resignation but reflects a form of psychological disengagement, where employees limit their contributions strictly to their job descriptions without emotional attachment to the organization (Manullang et al., 2025). This concept has gained increasing attention in organizational behavior studies, particularly among younger employees who tend to reassess their relationship with work.

In the Indonesian context, studies on quiet quitting are still relatively limited, although initial efforts have been made to develop measurement instruments tailored to Generation Z employees (Manullang et al., 2025). Existing evidence suggests that the phenomenon is closely related to declining work engagement, which is influenced by various organizational and psychological factors.

Workload has been identified as one of the primary factors affecting employee attitudes and behaviors. Excessive workload can create both physical and psychological pressure, leading to stress, fatigue, and decreased motivation. When job demands exceed employees' capabilities or available resources, individuals are more likely to experience reduced engagement and may adopt coping mechanisms such as minimizing effort or disengaging from work activities.

Another important factor is job boredom, which occurs when employees perceive their work as monotonous, unchallenging, or lacking opportunities for growth. This condition can reduce intrinsic motivation and weaken employees' sense of belonging to the organization. Given that Generation Z tends to prefer dynamic and innovative work environments, monotonous job characteristics can significantly increase the likelihood of boredom and disengagement.

Furthermore, job satisfaction plays a crucial role in shaping employee behavior. Job satisfaction reflects an individual's overall evaluation of their work, including job characteristics, work environment, interpersonal relationships, and organizational rewards. Employees with high job satisfaction tend to demonstrate stronger commitment, higher engagement, and greater motivation to contribute beyond minimum expectations. Conversely, low job satisfaction can lead to decreased motivation and increased disengagement, which may manifest in behaviors such as quiet quitting.

### **Problem Statement**

Despite the growing attention to quiet quitting in recent years, empirical studies that comprehensively examine its antecedents and mechanisms remain limited, particularly in the Indonesian context. Most existing research tends to focus on individual variables such as workload, job boredom, or job satisfaction in isolation, without exploring their integrated relationships within a single analytical framework.

In urban industrial areas such as Bekasi City, the issue becomes increasingly relevant due to the high intensity of work, productivity demands, and repetitive job characteristics. These conditions may contribute to increased workload and job boredom among employees, especially those belonging to Generation Z, who are more sensitive to work-life balance and psychological well-being. As a result, employees may experience declining job satisfaction, which can ultimately lead to disengagement behaviors such as quiet quitting.

However, there is still a lack of empirical evidence that explains how workload and job boredom simultaneously influence quiet quitting behavior through the mediating role of job

satisfaction among Generation Z employees. This gap highlights the need for a more comprehensive study that integrates these variables to better understand the dynamics of employee behavior in modern organizational contexts.

Therefore, this study seeks to address this research gap by analyzing the influence of workload and job boredom on quiet quitting behavior, with job satisfaction acting as a mediating variable among Generation Z employees in Bekasi City. The findings of this study are expected to provide both theoretical contributions to organizational behavior literature and practical implications for human resource management strategies in managing employee engagement and well-being.

## METHOD

This study employs a quantitative approach using an explanatory research design to examine the causal relationships between workload and job boredom on quiet quitting behavior, with job satisfaction acting as a mediating variable. The explanatory approach is appropriate as it aims to test hypotheses and analyze the influence between variables through measurable and objective statistical methods (Hair et al., 2019).

The population of this study consists of Generation Z employees working in Bekasi City. In this research context, Generation Z refers to individuals born between 1997 and 2012 who are currently employed. Due to the unknown total population size, the sample size determination follows the multivariate analysis guidelines proposed by Hair et al. (2019), which suggest that the minimum sample size should be five to ten times the number of indicators used in the study.

This study utilizes 20 indicators in total, representing four variables: workload, job boredom, job satisfaction, and quiet quitting, with each variable measured using five indicators. Based on Hair et al. (2019), the minimum sample size is calculated as  $5 \times 20 = 100$  respondents. Therefore, a total of 100 respondents were selected as the research sample, which is considered adequate for Structural Equation Modeling (SEM) analysis.

The sampling technique applied in this study is purposive sampling, which involves selecting respondents based on specific criteria relevant to the research objectives (Sugiyono, 2018). The criteria include: (1) active employees, (2) belonging to Generation Z, (3) working in Bekasi City, and (4) having a minimum work experience of six months. This technique ensures that the collected data accurately represents the characteristics of the target population.

The data used in this study consist of both primary and secondary data. Primary data were collected through the distribution of structured questionnaires to respondents, while secondary data were obtained from relevant sources such as academic journals, books, and previous research related to the study variables (Sugiyono, 2018).

Data analysis in this study was conducted using Structural Equation Modeling based on Partial Least Squares (SEM-PLS) with the assistance of SmartPLS software. SEM-PLS was chosen due to its suitability for predictive research models and its ability to handle complex relationships between variables, including mediating effects (Hair et al., 2019). The analysis involves two main stages: the evaluation of the measurement model (outer model) and the structural model (inner model).

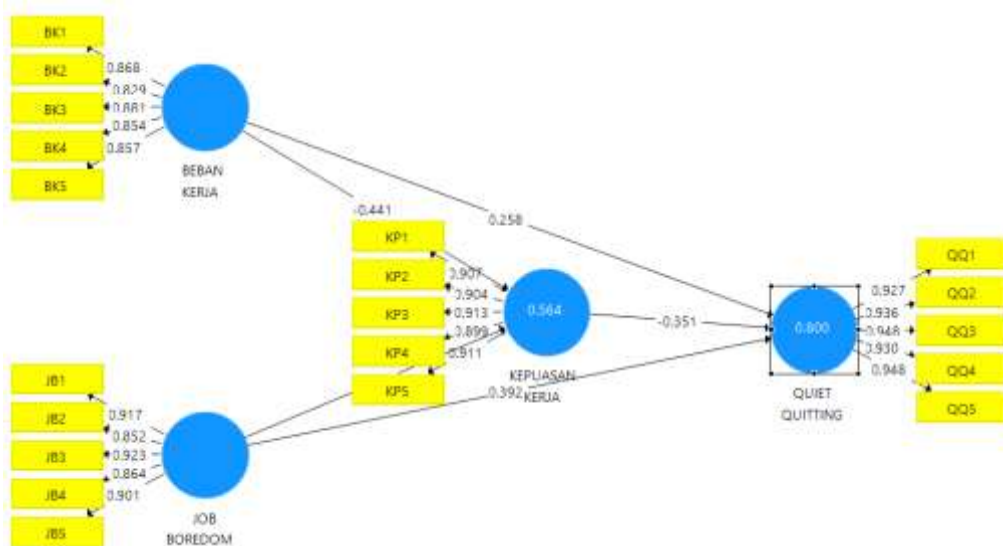
The measurement model evaluation includes tests of convergent validity, discriminant validity, and reliability. Convergent validity is assessed based on factor loadings, where indicators are considered valid if they have loading values greater than 0.70. However, in exploratory research, loading values above 0.60 are still acceptable (Hair et al., 2019). Reliability is evaluated using composite reliability and Cronbach's alpha, where values above 0.70 indicate good reliability.

The structural model evaluation is conducted to examine the relationships between variables by analyzing path coefficients, t-statistics, and p-values obtained through bootstrapping procedures. A relationship between variables is considered significant if the t-statistic value exceeds 1.96 at a significance level of 5% (Hair et al., 2019). Additionally, the coefficient of determination ( $R^2$ ) is used to assess the model's explanatory power in predicting endogenous variables.

## RESULTS AND DISCUSSION

The validity test in this study was conducted to ensure that each indicator accurately measures the construct of the variables under investigation. The validity assessment employed a convergent validity approach within the measurement model (outer model) using the Structural Equation Modeling based on Partial Least Squares (SEM-PLS) method.

Convergent validity is evaluated based on the loading factor value, where an indicator is considered valid if it has a loading factor greater than 0.70. However, in exploratory research, a loading factor value of 0.60 is still considered acceptable.



**Figure 2.** Structural Equation Model (SEM-PLS) of Workload and Job Boredom on Quiet Quitting with Job Satisfaction as a Mediating Variable

The diagram presents the Structural Equation Modeling based on Partial Least Squares (SEM-PLS) results illustrating the relationships among workload, job boredom, job satisfaction, and quiet quitting. The model shows that workload has a negative effect on job satisfaction ( $-0.441$ ), while job boredom positively influences job satisfaction ( $0.392$ ). Furthermore, job satisfaction negatively affects quiet quitting ( $-0.351$ ), indicating that higher satisfaction reduces disengagement behavior. Direct effects are also observed, where workload positively affects quiet quitting ( $0.258$ ). The  $R^2$  values indicate that job

satisfaction is explained by 56.4% of the variance, while quiet quitting is explained by 80.0%, suggesting a strong explanatory power of the model.

## CONCLUSION

This study provides empirical evidence on the role of workload and job boredom in shaping quiet quitting behavior among Generation Z employees, with job satisfaction acting as a mediating variable. The findings indicate that workplace conditions significantly influence employee attitudes and behavioral responses, particularly within the context of younger workers who prioritize psychological well-being and meaningful work experiences.

Workload is found to have a substantial impact on both job satisfaction and quiet quitting behavior. When employees perceive their workload as excessive or imbalanced, it tends to reduce their level of satisfaction and encourage disengagement from work. This condition reflects a mismatch between job demands and individual capacity, which ultimately leads employees to limit their involvement to only essential tasks.

Job boredom also emerges as an important factor affecting employee attitudes. Monotonous and unchallenging work environments reduce employees' intrinsic motivation and sense of purpose, which in turn contributes to declining job satisfaction. For Generation Z employees, who generally seek dynamic and engaging work experiences, such conditions are more likely to trigger withdrawal behavior in the form of quiet quitting.

Furthermore, job satisfaction plays a crucial mediating role in explaining the relationship between workload, job boredom, and quiet quitting. Employees with higher levels of job satisfaction tend to maintain stronger engagement and commitment, even when facing challenging work conditions. Conversely, low job satisfaction amplifies the negative effects of workload and job boredom, leading to disengagement behavior.

Overall, this study highlights the importance of managing workload, reducing job monotony, and enhancing job satisfaction to prevent quiet quitting behavior. These findings provide valuable insights for organizations in designing effective human resource strategies to improve employee engagement and sustain organizational performance.

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