

Addressing Gen Z's Quiet Quitting: A Determining Factor in ASN Productivity

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Abstract

The phenomenon of quiet quitting has emerged as a salient issue in the public sector, particularly among civil servants (ASN). The objective of this study is to examine the impact of perceived organizational support, toxic culture, workload, and work-life balance on work productivity. The present study will utilize the concept of "quiet quitting" as a mediating variable, while organizational culture will be used as a moderating variable. The study was conducted in the Government of Buleleng Regency, which has a population of 1,242 civil servants. The sample population was comprised of 92 respondents, who were selected through the implementation of the simple random sampling method. Subsequently, the collected data were subjected to rigorous analysis using the Structural Equation Modeling (SEM) method, implemented through the utilization of the SmartPLS software. The findings indicate that perceived organizational support and the presence of toxic culture have a detrimental impact on work productivity. Conversely, factors such as workload and work-life balance have been demonstrated to exert a positive influence on productivity. Quiet quitting does not directly influence work productivity; however, it serves as a mediator in the relationship between perceived organizational support, toxic culture, and workload on work productivity. Furthermore, the association between quiet quitting and work productivity is not influenced by organizational culture. These findings suggest that a lack of organizational support and an unhealthy work culture can increase the tendency for quiet quitting, which can ultimately affect ASN productivity. Consequently, there is a necessity for policies that promote a positive work environment, work-life balance, and digital leadership strategies to enhance the productivity of civil servants.

Keywords: quiet quitting, work productivity, perceived organizational support, toxic culture, workload, work-life balance, organizational culture.

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1. Introduction

The term "quiet quitting" is employed to describe the behavior of employees who, in the interest of maintaining a minimal level of performance, engage in the bare minimum required by their job description, eschewing any inclination to contribute beyond that level or to undertake initiatives that fall outside the scope of their primary responsibilities (Mahand & Caldwell, 2023). Amidst the prevailing era of technological development and mounting demands for bureaucratic efficiency, this phenomenon has assumed paramount importance in the context of agile and adaptable public services. (Campton et al., 2023). The phenomenon of quiet quitting has emerged as a salient topic in contemporary discourse, particularly within the context of the public sector. This phenomenon has attracted considerable attention in various work sectors, particularly amidst the demands of the modern era, which increasingly prioritize efficiency and innovation. Quiet quitting is defined as an employee attitude characterized by the performance of only the minimum required job description, with no additional desire to make contributions or engage in organizational development. Although they do not formally resign, individuals who engage in quiet quitting no longer possess the emotional commitment or motivation to achieve optimal performance. This condition has the potential to exert a deleterious effect on individual productivity and to compromise team dynamics and the quality of services provided by the organization.

Local governments, such as Buleleng Regency, encounter difficulties in optimizing the potential of civil servants (ASN), particularly Generation Z, who are poised to assume leadership roles in the future, succeeding Generation X

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and the baby boomer generation. According to Kangboi (2024), Generation Z, born between 1997 and the early 2010s, is currently of productive age and is beginning to occupy strategic positions in the workforce, including in the bureaucracy and government. A significant proportion of these individuals are employed as civil servants or are currently engaged in work within the public sector. Generation Z, a demographic that has come of age in the era of rapid technological advancement, is characterized by their familiarity with information that can be accessed with immediacy and their growing participation in the public sphere, marked by an increase in their voices being heard.

Generation Z, despite its technological literacy and potential for innovation, frequently finds itself ensnared in monotonous work patterns devoid of innovation, with a narrow focus on attaining minimal work standards (Nikolova, 2024). This phenomenon has the potential to impede the capacity of local governments to deliver services that are both responsive and of a high standard to the public. In the public sector, particularly in government services, the phenomenon of "quiet quitting" is emerging as a significant concern. Civil servants (ASN) play a strategic role in providing direct services to the public, and bureaucratic effectiveness depends heavily on their full engagement in their duties. However, when ASN adopt a quiet quitting pattern, their performance tends to be static and limited to meeting minimum standards. This has the potential to adversely impact the quality of public services, which are expected to be responsive, innovative, and adaptive to the community's evolving needs. This phenomenon poses a significant challenge for local governments, including Buleleng Regency, which is endeavoring to optimize the performance of its ASN, particularly the Generation Z members who constitute the predominant proportion of the workforce. The subsequent section contains data regarding Generation Z members who became ASN in Indonesia in 2023.

Generation Z, while known as a tech-savvy and adaptable generation, often finds itself trapped in work routines that lack innovation. Several studies show that this generation tends to seek work-life balance and is more sensitive to organizational cultures they perceive as unsupportive (Nikolova, 2024). Furthermore, as quoted from <https://thecolumnist.id/article/decline-in-the-quality-of-ASN-in-Indonesia--2123> The many complaints from the public regarding transparency, ethics and slowness in providing services prove that the quality of ASN in Indonesia is still far from good. The decline in the quality of civil servants (ASN) has led to public distrust in their performance and a tarnished image. This has led people to believe that state officials are nothing but parasites on the people and the state, wasting the State Budget (APBN) but failing to perform their duties effectively.

Quoted from menpan.go.id (2024) <https://menpan.go.id/site/berita-terkini/kunjungi-buleleng-menteri-anas-sampaikan-pentingnya-kepemimpinan-digital> Minister of Administrative and Bureaucratic Reform (PANRB) Abdullah Azwar Anas urged the Buleleng Regency Government to implement digital leadership. On the occasion, the Minister also commended Buleleng Regency's Bureaucratic Reform Index achievements from year to year. In 2023, Buleleng Regency achieved an A index, indicating satisfactory. Meanwhile, Buleleng Regency's Government Agency Performance Accountability System (SAKIP) achieved a B index, indicating good in 2023.

The SAKIP (Government Agency Performance Accountability System) is an important measuring tool in evaluating the performance of local government agencies. A high SAKIP score indicates efficiency and effectiveness in public services, as well as commitment to achieving established goals and objectives. Increasing the SAKIP score is expected to further enhance public trust in the local government's ability to provide quality and transparent services. Based on the 2023 SAKIP score of B for Buleleng Regency, it can be seen that employee performance can still be improved to achieve an A. The suboptimal performance of Buleleng Regency Government employees based on the SAKIP certainly indicates a phenomenon that requires study, one of which is the phenomenon of quiet quitting.

The phenomenon of quiet quitting bears a close relationship to burnout and excessive workload. Civil servants who consistently encounter elevated levels of pressure without adequate compensation, whether in the form of emotional support or recognition from superiors, tend to exhibit diminished engagement. An imbalance between professional obligations and personal time can exacerbate the phenomenon of quiet quitting. Civil servants experiencing physical and emotional exhaustion are more likely to withdraw from additional tasks and focus solely on fulfilling their core duties. This phenomenon engenders a detrimental cycle in which employees progressively diminish in motivation, ultimately resulting in a decline in overall organizational productivity.

In this context, it is imperative to comprehend the factors that influence the phenomenon of quiet quitting. The present study endeavors to identify several key factors, including perceived organizational support, toxic work culture, workload, and work-life balance. The present study explores the relationship between these factors, with the objective of providing a more profound understanding of how quiet quitting affects civil servant productivity and how organizational culture can moderate the impact of this phenomenon. Comprehension of these dynamics is imperative for the formulation of policy strategies that can enhance the performance of civil servants and, consequently, the quality of public services in Buleleng Regency.

Work productivity refers to the extent to which employees can complete their tasks effectively and efficiently (Wulandari, 2023). For civil servants (ASN), work productivity is crucial to ensure smooth public services and maximize public benefits. However, when the phenomenon of quiet quitting occurs, productivity can decline because employees only perform minimal tasks. This study aims to examine the extent to which quiet quitting affects the work productivity of civil servants (ASN) in the Buleleng Regency Government, as well as how other factors such as workload, organizational support, and work culture contribute to increasing or decreasing productivity.

This study will identify factors that influence work productivity among civil servants (ASN) in Buleleng Regency. The factors studied include perceived organizational support, toxic work culture, workload, and work-life balance. Perceived organizational support (POS) refers to the extent to which employees feel that the organization they work for provides attention, support, and concern for their well-being. (Dai et al., 2023). In the context of civil servants (ASN), POS plays a crucial role because emotional attachment to the organization can influence motivation and work productivity. Civil servants who feel supported by the organization tend to have higher loyalty and strive to deliver their best performance. However, if civil servants feel that the organization does not care about their needs or well-being, this can trigger dissatisfaction and decrease motivation to contribute more than expected, potentially fostering quiet quitting behavior.

Toxic culture or unhealthy work culture refers to a work environment that is full of conflict, injustice, and discomfort. (Bhatt et al., 2024). This particular work culture is typified by the presence of excessive pressure, an absence of adequate recognition for accomplishments, and managerial practices that are detrimental to employees. In government organizations such as Buleleng Regency, a toxic culture can have a detrimental impact on civil servant performance by engendering an atmosphere that erodes morale and commitment to the organization. A detrimental work environment has been shown to motivate civil servants, particularly Generation Z, to merely execute their responsibilities in accordance with their primary tasks and functions, exhibiting minimal inclination to innovate or develop.

Workload or workload refers to the number of tasks and responsibilities that an employee must bear in a certain period of time (Karadas & Çevik, 2024). An excessively high or low workload has been demonstrated to result in job dissatisfaction and stress, which, in turn, have been shown to negatively impact work productivity. Civil servants experiencing an imbalanced workload frequently report feelings of stress, leading them to prioritize the completion of only the minimum required tasks, rather than striving to contribute more. Conversely, an insufficient workload can result in boredom, which can also precipitate quiet quitting. Therefore, it can be concluded that establishing an optimal workload level is imperative for sustaining productivity and mitigating the phenomenon of quiet quitting.

Work-life balance is the balance between work and personal life (Shah & Parekh, 2023). Civil servants who are able to maintain an equilibrium between professional obligations and personal life tend to exhibit higher levels of contentment, motivation, and productivity. Conversely, an imbalance between work and personal life, such as work that is excessively demanding or causes prolonged stress, can lead to burnout and decreased performance. The phenomenon of quiet quitting has been observed to occur when employees experience a significant discord between their professional and personal lives. Therefore, civil servants who encounter difficulties in achieving an equilibrium between professional obligations and personal commitments may be more inclined to restrict their activities to the execution of their fundamental duties and responsibilities.

In this study, quiet quitting serves as a mediating variable explaining how factors such as perceived organizational support, toxic culture, workload, and work-life balance can influence ASN work productivity. Quiet quitting occurs when ASN feel unsupported by the organization, burdened by excessive workload, or experience an imbalance between work and personal life (Drela, 2024). When employees are trapped in quiet quitting, they only perform the minimum tasks without any desire to contribute more (Kızılcın, 2023). As a result, even if organizations try to increase productivity by providing more structured workloads or supporting work-life balance, productivity can remain low if employees engage in quiet quitting. (Lee et al., 2023). Thus, quiet quitting bridges or mediates the relationship between these factors and work productivity.

Organizational culture plays a role as a moderating variable in this study, which means that organizational culture can strengthen or weaken the relationship between quiet quitting and work productivity. (Ratnatunga, 2022). A strong, positive organizational culture that encourages collaboration, appreciation, and innovation can mitigate the negative impact of quiet quitting on productivity (Galanis et al., 2023). In a healthy organizational culture, civil servants may be more motivated to go beyond their core duties, even if they experience heavy workloads or lack of support from the organization. Conversely, a weak or unhealthy organizational culture can exacerbate the effects of quiet quitting, where civil servants increasingly feel no incentive to innovate or contribute more. In other words, organizational culture is key to moderating the impact of quiet quitting, both positive and negative, on civil servant productivity.

2. Literature Review

The overarching theoretical framework employed in this study is the TPB theory. The aforementioned theory is comprised of three components: attitude, subjective norms, and perceived behavioral control. The integration of these three components within a unified framework constitutes an individual's intention, which, in turn, serves as a predictor of actual behavior. However, the TPB also acknowledges that intention is the predominant predictor of behavior. Nevertheless, actual behavior can be influenced by perceived behavioral control, defined as the belief that, despite having the intention, external obstacles or a lack of ability may prevent the execution of the behavior. The TPB has been applied in various fields, including health behavior, consumer decision-making, and organizational behavioral change, to explain how intention and perceived behavioral control contribute to human action. The strength of this theory lies in its capacity to accommodate complex behaviors influenced by various external factors. Nonetheless, a notable constraint of the TPB is its inclination to prioritize intention over spontaneous behavior or actions influenced by emotions or habits (Hasyim & Nurohman, 2021).

This research refers to various previous literature reviews such as research (Galanis et al., 2024), which states that job burnout affects quiet quitting among nurses through the mediating effect of job satisfaction. It is important to reduce burnout and increase satisfaction to reduce the rate of quiet quitting among nurses. Effective measures should be taken to reduce nurses' job burnout in order to increase their job satisfaction and thus reduce quiet quitting behavior. Further research (Efendi et al., 2023) which shows that the sig. value of work-life balance on quiet quitting is 0.776 ($p < 0.05$), so there is no influence between work-life balance on quiet quitting for millennial generation workers in Malang City. Research by (Dai et al., 2023), and (Brown et al., 2023). Studies have shown that older adults are often reluctant to use technology. Therefore, providing support in the use of technology and social media as part of job task expectations can help improve low digital literacy and increase self-efficacy. This paper proposes Basic Needs Theory (SDT) as an instrument for designing adult training and professional development. Furthermore, research (Kang et al., 2023). This study demonstrates several significant strengths. First, this study will systematically search multiple databases to comprehensively identify relevant studies related to quiet quitting in the hospital context. Second, the review will cover the full spectrum of available literature, from the concept's inception in 2009 to the present in 2023. Third, the search strategy will encompass both electronic databases and gray literature sources to ensure inclusiveness.

3. Methods

The present study focuses on Buleleng Regency, which is located in the province of Bali, Indonesia. The Buleleng Regency is distinguished by its cultural diversity and its role as a center of public services in Bali. In the context of this research, the focus is on Civil Servants (ASN) in Buleleng Regency, specifically Generation Z ASN who will be the successors of future leaders and are technologically literate. The ASN work environment in Buleleng Regency faces challenges in implementing innovation and efficiency, especially amidst the increasing demands of public services. The present study is situated in a locale that is poised to yield profound insights into the phenomenon of "quiet quitting" and the factors that influence it within the ambit of local government.

In this study, the population was all 1,242 Generation Z civil servants in Buleleng Regency. The sampling method used was simple random sampling, which randomly selects a portion of the population, with each member having an equal chance of being selected (Sugiyono, 2022). The sample size was selected using the Slovin formula, so the minimum sample size required was 92. For civil servants, 20 respondents were used, and for PPPK, 72 respondents were used.

The present study is classified as quantitative. The quantitative data utilized in this study are questionnaire scores, which were subsequently processed using statistical software, SEM-PLS (Salisu, 2020). The data source utilized in this study is primary data. The primary data in this study are the results of a questionnaire distribution obtained by distributing questionnaires to respondents, namely Generation Z civil servants in Buleleng Regency. The data collection technique employed in this study was the administration of questionnaires. The distribution of the questionnaires was conducted online via Google Forms, reaching Generation Z civil servants in Buleleng Regency. The questionnaires contained a Likert scale, which was used as a measuring tool. The research utilizes a data analysis technique that employs descriptive statistics and inferential statistical analysis. Specifically, the Partial Least Squares (PLS) Technique is employed for analysis.

4. Result and Discussions

Based on the results of the questionnaire distribution, the characteristics of respondents can be described based on gender, age and status.

Table 1. Respondent Characteristics.

Classification	Classification	Number of Respondents (people)	Presentation
Gender	Man	42	45.7
	Woman	50	54.3
Age	23 - 25 Years	19	20.7
	26 - 29 Years	73	79.3
Status	civil servant	20	21.7
	PPPK	72	78.3

Based on Table 1, it was found that there were 42 male respondents with a percentage of 45.7%. There were 50 female respondents with a percentage of 54.3%. This shows that female respondents were the most dominant. Based on age groups, there were 19 respondents aged 23-25 years old with a percentage of 20.7% and 73 respondents aged 26-29 years old with a percentage of 79.3%. This shows that respondents aged 26-29 years were the most dominant. Furthermore, the respondent data group based on status showed that respondents with PNS status were 20 people with a percentage of 21.7%. Respondents with PPPK status were 72 people with a percentage of 78.3%. This shows that respondents with PPPK status were the most dominant.

The data in this study were analyzed using Partial Least Squares (PLS). This technique was chosen because the modeling estimates generated by SEM-PLS generally demonstrate a very high level of statistical power and demonstrate path coefficient estimates and statistically significant results (Filho et al., 2020). SEM-PLS is a statistical technique used to build and test causal statistical models (Sarwono, 2018:327). SEM-PLS has advantages in terms of modeling because SEM-PLS is able to mallows modeling with both formative and reflective indicators (Sarwono, 2018:238). SEM-PLS consists of an inner model and an outer model. The outer model is a measurement model (reflexive or formative), while the inner model is a structural model of the relationship between latent variables. The structural model is evaluated by observing R2 (R-square of the exogenous variable) as a latent construct using the Stone-Geisser Q2 test and paying attention to the structural path coefficient. Stability and estimation are evaluated using the t-statistic test with a bootstrapping procedure (Jena, 2020; Salisu, 2020).

In measuring the outer model, convergent validity, discriminant validity, and unidimensionality tests were conducted. Convergent validity is achieved through two mechanisms: outer loading and Average Variance Extracted (AVE). Discriminant validity is determined by a comparison of cross-loading and outer loading values, as well as the root of the AVE that exceeds the correlation variable. In addition, Cronbach's alpha, rho-A, and composite reliability were conducted to test reliability (Main, 2018:237). Discriminant and convergent validity in this research were conducted to demonstrate the statistical validity of an instrument (Adelekan et al., 2018).

As demonstrated in Figure 1, the outer model reveals that the maximum outer loading value on the Perceived Organizational Support variable is X1.5, specifically on the indicator "Employees receive awards for achievements," which has an outer loading value of 0.875. In addition, the maximum external loading value on the Toxic culture variable is X2.4, specifically on the indicator "Bullying," with an external loading value of 0.907. The maximum external loading value assigned to the Workload variable is X3.4, specifically for the indicator "Work standards," which has an external loading value of 0.949. The maximum external loading value assigned to the Work Life Balance variable is X4.5, specifically to the indicator Personal Life Enhancement of Work, which has an external loading value of 0.846. The maximum outer loading value assigned to the Quiet Quitting variable is M.13, specifically for the indicator "Not participating in company events held for social purposes," with an outer loading value of 0.859. The maximum outer loading value for the Organizational Culture variable is Z6, specifically the Employee Interest-Oriented indicator, which has an outer loading value of 0.939. Concurrently, the maximum outer loading value assigned to the Work Productivity variable is Y3, specifically the "Work Quality" indicator, which has an outer loading value of 0.853. As illustrated in Figure 1, it is evident that all values in the convergent validity test exceed 0.7. Therefore, it can be concluded that the data from the study are valid.

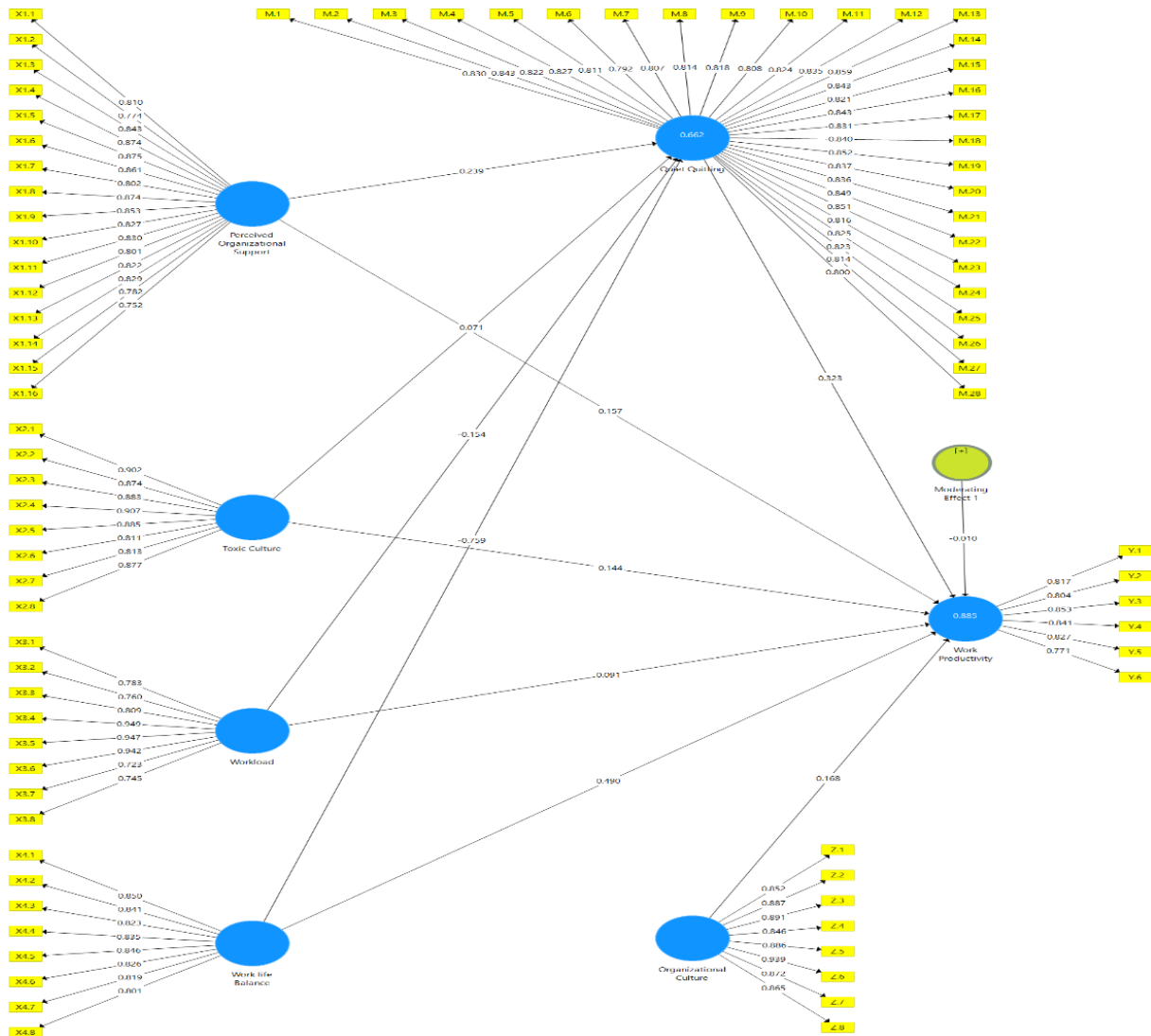


Figure 1. Outer Model

After the data showed valid results, a reliability test was conducted. The results of the reliability test can be seen in Table 2.

Table 2. Results of Composite Reliability Coefficient and Cronbach's Alpha Tests.

	Cronbach's Alpha	Composite reliability
Organizational Culture	0.958	0.965
Perceived Organizational Support	0.971	0.972
Quiet Quitting	0.983	0.984
Toxic Culture	0.956	0.961
Work Productivity	0.902	0.924
Work-life Balance	0.936	0.947

As illustrated in Table 2, it is evident that all Cronbach's alpha values for each variable exceed 0.7, and all composite reliability values surpass 0.6. Consequently, the data presented in this study can be considered reliable.

Subsequent to the successful completion of the outer model test and subsequent validation and reliability assessments, the subsequent step is to conduct an inner model test, also referred to as a model evaluation test. The inner model is assessed through the implementation of direct effect and indirect effect tests, in addition to the evaluation of the influence magnitude utilizing coefficient of determination (R-squared) analysis, F-squared analysis, and Q-squared analysis. (Sarwono, 2018:237). Potential mediation will be confirmed after further mediation analysis using the bootstrap method. (Adelekan et al., 2018).

Table 3. R-square Test Results.

	R square	R square Adjusted
Quiet Quitting	0.662	0.647
Work Productivity	0.885	0.875

As illustrated in Table 3, the R-square value for the variables of perceived organizational support, toxic culture, workload, work-life balance, and organizational culture on quiet quitting is 0.662, which is considered large. This indicates a substantial influence of $0.662 \times 100\% = 66.2\%$. The R-square value for the variables organizational support, toxic culture, workload, work-life balance, and organizational culture on work productivity is 0.885, which is considered large. This indicates a substantial influence of $0.885 \times 100\% = 88.5\%$.

Hypothesis testing is defined as the process of evaluating a null hypothesis, the validity of which can be accepted or rejected. The null hypothesis is the opposite of the alternative hypothesis, which states a difference between the parameter and the statistic. The hypothesis testing process entails the examination of the t-statistic, utilizing a significance level of 95% (= 0.05 or 5%). The criteria for accepting or rejecting a hypothesis are as follows: The null hypothesis (Ho) is accepted and the alternative hypothesis (Ha) is rejected if the p-value is less than 0.05.

Table 4. Direct Effect Test Results

	Hypothesis	Original Sample	Sample Mean	Standard Deviation	T Statistics (O/STDEV)	P Values
H1	Perceived Organizational Support -> Work Productivity	-0.157	-0.207	0.025	6,147	0.025
H2	Toxic Culture -> Work Productivity	-0.144	-0.203	0.014	10,645	0.009
H3	Workload -> Work Productivity	0.091	0.105	0.021	4,371	0.049
H4	Work-life Balance -> Work Productivity	0.490	0.442	0.027	17,882	0.003
H5	Quiet Quitting -> Work Productivity	-0.323	-0.269	0.135	1,397	0.139
H6	Perceived Organizational Support -> Quiet Quitting	0.239	0.098	0.054	4,461	0.047
H7	Toxic Culture -> Quiet Quitting	0.071	0.052	0.022	1,248	0.083
H8	Workload -> Quiet Quitting	-0.154	-0.079	0.026	6,017	0.027
H9	Work-life Balance -> Quiet Quitting	-0.759	-0.808	0.057	13,276	0.006

Pursuant to the findings of the data analysis, the p-value of the variable was ascertained. The p-value was determined to be 0.025, which is comparatively less than the established significance of 0.05. This finding indicates that perceived organizational support has a significant impact on work productivity. Given that the p-value is less than the significance level ($0.025 < 0.05$), with a beta value of -0.157 and a t-statistic value of 6.147, it can be concluded that perceived organizational support has a negative and significant effect on work productivity. Therefore, the hypothesis is rejected. This means that the better the perceived organizational support, the lower the work productivity. The influence of perceived organizational support (POS) on work productivity refers to how employees feel valued and supported by their organization, which can have a direct impact on work performance and productivity. Employees who perceive robust support from the organization have been shown to exhibit increased motivation and engagement in their work. This sense of support can emanate from various sources, including superiors, coworkers, and organizational policies

that address individual needs. However, the subjective perceptions of employees, influenced by their unique experiences and interpretations, often lead to the perception that organizational support is inadequate for enhancing employee performance. This, in turn, results in variability in productivity levels among employees. According to the principles of the Theory of Planned Behavior (TPB), the impact of POS on work productivity can be elucidated by examining the components of attitude, subjective norms, and behavioral control. According to TPB, an individual's attitude towards a behavior (in this case, work productivity) is influenced by perceived behavioral control. Employees' ability to achieve their work goals is influenced by differences in perceptions regarding the ease or difficulty of performing a job. The results of this study are not in line with the results of research conducted by Dai et al. (2023) showed that perceived organizational support positively impacts employee work productivity. Similar research findings were presented by Bhatt et al. (2024) who found that organizational support can increase employee work productivity within an organization.

Based on the results of the data analysis, the p-value for the toxic culture variable was obtained as 0.009, compared to a significance level of 0.05. Since the p-value is less than the significance level ($0.009 < 0.05$), and the beta value is -0.144 and the t-statistic value is 10.645, it can be concluded that a toxic culture has a negative and significant effect on work productivity. The hypothesis is accepted. In other words, the higher the toxic culture, the lower the work productivity. The impact of a toxic work culture on productivity is significant and can have negative consequences. A toxic work culture is marked by negative behaviors like interpersonal conflict, poor communication, lack of support, and excessive pressure. Employees working in this type of environment tend to experience stress, emotional exhaustion, and a lack of motivation. Toxic cultures lead to less work and lower productivity. Furthermore, an unhealthy work environment can lead to increased employee turnover, which negatively impacts organizational performance due to the loss of valuable knowledge and skills. A toxic work culture can also impact employees' health. Employees who feel unappreciated or stressed at work tend to be less satisfied with their jobs, which can lead to health problems. This dissatisfaction hinders their job performance. A toxic culture can reduce collaboration and innovation. These factors create a negative cycle that worsens overall work productivity. Organizations must identify and address toxic elements. The findings of this study align with those of research conducted by Ratnatunga (2022) shows that an unhealthy work environment tends to lead to decreased productivity. Similarly, research conducted by Lee et al. (2023) shows that a toxic work environment will cause employees to lose motivation to work.

Based on the results of the data analysis, the p-value of the variable was obtained. workload to work productivity of 0.049 compared to a significant value of 0.05. The p-value < significant ($0.049 < 0.05$) with a beta value of 0.091 and a t-statistic value of 4.371, it can be concluded that workload has a positive effect on work productivity. So the hypothesis is rejected. This means that the higher the workload, the higher the work productivity. Workload refers to the amount of work or tasks an individual must complete within a given time period. Excessive or unbalanced workloads can negatively impact employees and the organization, while well-managed workloads can increase effectiveness and job satisfaction. Effective workload management is crucial for creating a healthy work environment. Organizations need to ensure that workloads are distributed fairly and aligned with their abilities and available resources. Training, mentoring, and management support can help employees better manage their workloads. Furthermore, work flexibility, such as flexible schedules or working from home, can help mitigate the negative impacts of high workloads. From the Theory of Planned Behavior (TPB) perspective, the influence of workload on work productivity can be understood through three components: attitudes, subjective norms, and behavioral control. High workloads can create negative attitudes toward work, but good management that effectively manages workloads can motivate employees to achieve desired results. Furthermore, subjective norms in the work environment that support employee abilities can lead employees to feel empowered to perform optimally. Ultimately, perceived behavioral control can increase, allowing them to have more control over how they complete their tasks. In other words, if employees feel that their assigned workload is manageable, they are more likely to be motivated to contribute to their full potential, which has a positive impact on their productivity. The results of this study are inconsistent with those of research conducted by Galanis et al., 2023, showed that high workloads can lead to decreased work productivity. Similarly, research by Bulut et al., 2024 also showed that workers with high workloads tend to be less enthusiastic about their work.

Based on the results of the data analysis, the p-value of the variable was obtained work-life balance to work productivity of 0.003 compared to a significance of 0.05. Since the p-value < significance ($0.003 < 0.05$) with a beta value of 0.490 and a t-statistic value of 17.882, it can be concluded that work-life balance has a positive and significant effect on work productivity. So the hypothesis is accepted. This means that The higher the work life balance, the higher the work productivity. The influence of work life balance on productivity Work-life balance is a crucial factor in improving employee performance. A good work-life balance allows employees to manage stress, maintain physical and mental health, and have time to relax and interact with family or friends. When employees can balance the demands of their

work and personal lives, they tend to feel more satisfied and motivated to work, ultimately increasing productivity. Conversely, an imbalance between work and personal life can lead to burnout, stress, and decreased motivation, thus reducing overall performance and productivity. From the Theory of Planned Behavior (TPB) perspective, the influence of work-life balance on productivity can be understood through the components of attitude, subjective norms, and behavioral control. Employees who have a good work-life balance typically have a positive attitude toward their work because they feel capable of managing responsibilities well. This can strengthen their intention to work more efficiently and achieve high performance. Furthermore, subjective norms of a work environment that supports work-life balance can encourage employees to maintain their well-being and motivate them to contribute optimally. Finally, perceived behavioral control also increases when employees feel they have the flexibility to manage their time and priorities, allowing them to function more effectively at work. Thus, a good work-life balance can increase employee motivation and ability to work productively. The results of this study align with those of research conducted by (Efendi et al., 2023) showed that work-life balance can lead to increased work productivity. A similar sentiment was expressed by (Shah & Parekh, 2023), who showed that work-life balance leads to increased work productivity.

Based on the results of the data analysis, the p-value of the variable was obtained quiet quitting to work productivity of 0.139 compared to a significance of 0.05. Since the p-value > significance ($0.139 > 0.05$) with a beta value of -0.323 and a t-statistic value of 1.397, it can be concluded that quiet quitting does not affect work productivity. So the hypothesis is rejected. This means that changes in (high/low) quiet quitting do not have a significant effect on work productivity. Quiet quitting refers to an attitude where employees only do the work required and meet minimum standards, without making any effort to contribute more or take the initiative. The workload and work procedures in an organization are designed to meet the targets desired by the organization, especially for government organizations, each task is designed to achieve maximum goals, this causes employees in a "quiet quitting" position not to have a significant impact on work productivity because minimum standards have been set to meet organizational goals. In the context of quiet quitting, employees only do what is necessary to maintain their jobs and no longer strive to contribute more or achieve higher achievements. However, with the work system in government organizations, each work completion process is designed to achieve maximum goals so that meeting minimum standards does not significantly affect work productivity. The results of this study are not in line with the results of research conducted by (Campton et al., 2023); (Rossi et al., 2024) and (Björns & Myreteg, 2022) show that quiet quitting behavior can cause a decrease in work productivity.

Based on the results of the data analysis, the p-value of the variable was obtained. perceived organizational culture to quiet quitting of 0.047 compared to a significance of 0.05. Since the p-value < significance ($0.047 < 0.05$) with a beta value of 0.239 and a t-statistic value of 4.461, it can be concluded that perceived organizational culture has a positive and significant effect on quiet quitting. So the hypothesis is accepted. This means that the better the perceived organizational culture, the higher the quiet quitting rate. Perceived Organizational (POS) refers to the extent to which employees feel the organization values their contributions and cares about their well-being. When POS is high, employees tend to feel valued and supported, which can fuel their enthusiasm for completing work. However, if perceived organizational support (POS) is excessive, it can reduce employees' desire to go the extra mile in completing their work. This can potentially encourage "quiet quitting," where employees limit their involvement to only the minimum required tasks. In other words, perceived organizational support has a significant impact on how willing employees are to exceed expectations in their work. From the perspective of the Theory of Planned Behavior (TPB), POS can influence quiet quitting through three main elements: attitude, subjective norms, and perceived behavioral control. High POS can shape negative attitudes toward work, increase the belief that the organization will provide support to employees as long as employees have worked even though minimum standards are the norm endorsed by the organization, and strengthen the perception that employees have control over their decisions to determine the perceived work pressure, thereby increasing the likelihood of quiet quitting. The results of this study are inconsistent with the results of research conducted by (Drela, 2024) explains that employees who perceive that they have organizational support will certainly have a reduced desire to leave their jobs. In addition, research by (Kızılcan, 2023) that feeling supported by the company reduces quiet quitting. The results of other research conducted by (Lee et al., 2023) explains that quiet quitting does not occur when employees feel support from the organization.

Based on the results of the data analysis, the p-value of the variable was obtained toxic culture to quiet quitting of 0.083 compared to a significance of 0.05. Since the p-value > significance ($0.083 > 0.05$) with a beta value of 0.071 and a t-statistic value of 1.248, it can be concluded that toxic culture has no effect on quiet quitting. So the hypothesis is rejected. This means that changes in (high/low) toxic culture do not have a significant impact on quiet quitting. Toxic culture. In organizations, toxic work environments are characterized by a negative work environment, such as lack of appreciation, poor communication, conflict between employees, and unethical behavior from leaders or coworkers.

However, being a government employee is a dream job for many people, and the rigorous selection process for becoming a government employee based on employee abilities indicates that a government employee's abilities are sufficient to complete their work without being distracted by a poor work environment. Adequate abilities, both academically and in terms of behavioral control, prevent government employees' attitudes and performance from being affected by a poor work environment. From the perspective of the Theory of Planned Behavior (TPB), a toxic culture does not influence quiet quitting or poor subjective norms, but is balanced by a perception of good behavioral control, which allows employees to remain focused on their work and responsible for every workload assigned to them within the organization. In addition, the internal drive to demonstrate maximum ability in the organization can motivate employees to continue working well and do their best to achieve their work goals. The results of this study are inconsistent with the results of research conducted by Ratnatunga (2022) showed that a toxic or unhealthy work environment can increase employees' desire to quit. Similarly, research by Lee et al. (2023) showed that a toxic work environment can cause employees to lose motivation to work.

Based on the results of the data analysis, the p-value of the variable workload to quiet quitting of 0.027 compared to a significance of 0.05. Since the p-value < significance ($0.027 < 0.05$) with a beta value of -0.154 and a t-statistic value of 6.017, it can be concluded that workload has a negative and significant effect on quiet quitting. So the hypothesis is rejected. This means that The higher the workload, the lower the quiet quitting rate. Excessive workload can negatively impact employee well-being, both physically and mentally. When employees feel their workload is disproportionate to the resources or support provided, they are more likely to experience stress, fatigue, and demotivation. However, with a high workload, employees will also be motivated to explore their potential to complete their work and meet organizational goals. From the Theory of Planned Behavior (TPB) perspective, workload influences quiet quitting through attitudes, subjective norms, and perceived behavioral control. A heavy workload can shape positive attitudes toward work, as employees must explore their potential to complete their work. Furthermore, subjective norms can be influenced if the work environment is mutually supportive of completing the work assigned to employees. Therefore, perceived behavioral control also increases when employees feel in control of their workload. The combination of positive attitudes, norms that support employee skill development, and high behavioral control weakens the intention to quiet quit in response to workload. The results of this study are inconsistent with the results of research conducted by Galanis et al. (2023) showed that high workloads can increase employees' desire to quit. Similarly, research by Bulut et al. (2024) also showed that workers with high workloads tend to be less enthusiastic about their work and are more likely to quit.

Based on the results of the data analysis, the p-value of the variable work-life balance to quiet quitting of 0.006 compared to a significance of 0.05. Since the p-value > significance ($0.006 > 0.05$) with a beta value of -0.759 and a t-statistic value of 13.276, it can be concluded that work-life balance has a negative and significant effect on quiet quitting. So the hypothesis is accepted. This means that the higher the work-life balance, the lower the quiet quitting rate. Good work-life balance (WLB) occurs when employees can harmoniously divide their time and energy between work and personal life. Imbalance In WLB, such as excessive work demands that interfere with personal time, it can lead to emotional exhaustion, stress, and decreased job satisfaction. This encourages quiet quitting, where employees limit their involvement in work to prioritize their work-life balance. Conversely, when organizations support WLB, employees feel more valued, have sufficient energy to contribute at work, and are more likely to be fully engaged in their tasks. From the Theory of Planned Behavior (TPB) perspective, work-life balance influences quiet quitting through three main elements: attitudes, subjective norms, and perceived behavioral control. When WLB is poor, employees develop negative attitudes toward work because work is perceived as compromising important aspects of their personal lives. Subjective norms can also be affected if the work environment does not support this balance, making quiet quitting seem more acceptable. Furthermore, perceived behavioral control decreases when employees feel they have no control over their time due to overly demanding work. Consequently, the intention to quiet quit increases as a way to maintain the lost balance between work and personal life. The results of this study align with those of research conducted by Efendi et al. (2023) showed that a work-life balance can increase work productivity, thereby reducing the desire to quit. A similar sentiment was expressed by Shah & Parekh (2023), who found that work-life balance makes employees less likely to quit their jobs because they have a balance between their personal lives and their work.

Based on the results of the data analysis, the p-value for the variable perceived organizational support on work productivity through quiet quitting was obtained as 0.000, compared to a significance level of 0.05. Since the p-value is less than the significance level ($0.000 < 0.05$), and the beta value is -0.077 and the t-statistic value is 62.616, it can be concluded that quiet quitting is able to mediate the influence of perceived organizational support on work productivity. Thus, the hypothesis is accepted, and the role of quiet quitting in mediating the influence of perceived organizational support on work productivity is related to how employees respond to the support they perceive from the

organization. POS refers to the extent to which employees feel supported, valued, and cared for by the organization and typically contributes to increased job satisfaction and commitment. However, when perceived organizational support is low, employees tend to feel that their contributions are not recognized, triggering the emergence of quiet quitting. Under these conditions, employees may feel there is no incentive to do more than meet the minimum demands of the job. Consequently, quiet quitting becomes a mechanism that mediates the relationship between low organizational support and decreased work productivity. In other words, employees who perceive a lack of organizational support tend to be less motivated to work hard or innovate. The quiet quitting they engage in is a way to adapt to an unsupportive environment. Quiet quitting acts as a mediator in this sense: when perceived organizational support is high, employees are less likely to engage in quiet quitting. Conversely, when perceived organizational support is low, quiet quitting becomes a common response that reduces work productivity. Therefore, if organizations can increase the support perceived by employees, they can reduce quiet quitting and increase work productivity. The results of this study align with those of research conducted by Drela (2024), who explains that when employees are trapped in quiet quitting, they only perform minimum tasks and lack the desire to contribute more. This can bridge the gap in work productivity. Additionally, research by Kızılcan (2023) explains that productivity can remain low if employees engage in quiet quitting. Other research by Lee et al. (2023) explains that quiet quitting can improve work productivity.

Table 5. Results of the Indirect Effect Test of Mediation & Moderation

		Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
H10	Perceived Organizational Support -> Quiet Quitting -> Work Productivity	-0.077	-0.019	0.001	62,616	0.000
H11	Toxic Culture -> Quiet Quitting -> Work Productivity	-0.023	0.011	0.001	20,146	0.002
H12	Workload -> Quiet Quitting -> Work Productivity	0.050	0.018	0.004	13,431	0.005
H13	Work life balance -> Quiet Quitting -> Work Productivity	0.245	0.210	0.094	1,621	0.120
H14	Moderating Effect 1 -> Work Productivity	-0.010	0.016	0.012	0.768	0.523

Based on the data analysis results, the p-value for the toxic culture variable affecting work productivity through quiet quitting was 0.002, compared to a 0.05 significance level. Since the p-value is less than the significance level ($0.002 < 0.05$) and the beta and t-statistic values are -0.023 and 20.146, respectively, it can be concluded that quiet quitting mediates the influence of toxic culture on work productivity. Therefore, the hypothesis is accepted. Quiet quitting significantly mediates the influence of toxic culture on work productivity, especially in an unhealthy work environment. A toxic culture includes negative behavior, a lack of collaboration, and poor communication. These factors can cause employees to feel stressed and unappreciated. Under these circumstances, employees often respond by adopting a "quiet quitting" attitude, doing only the bare minimum and not making additional contributions. Quiet quitting is a way for employees to protect themselves from the negative impacts of a toxic environment. However, it also leads to decreased productivity because employees are not fully committed to their tasks and responsibilities. Thus, quiet quitting acts as a mediator, linking toxic culture to decreased productivity. Employees in an unsupportive culture are more likely to feel apathetic and lose the motivation to excel. Quitting becomes a defensive response to an unfavorable situation in which employees feel that their efforts will be unappreciated or ignored. Thus, an unaddressed toxic work culture can exacerbate the phenomenon of "quiet quitting," resulting in lower performance and a lack of innovation within the organization. To address this issue, management must create a positive and supportive work culture so employees are motivated and engaged, rather than merely meeting minimum demands. The findings of this study align with those of Drela (2024), who explains that when employees are trapped in quiet quitting, they only perform minimum tasks and have no desire to contribute more. This can bridge the gap in work productivity. In addition, research by (Kızılcan, 2023) explains that productivity can remain low if employees engage in quiet quitting. Other research results conducted by (Lee et al., 2023) explains that quiet quitting can bridge work productivity.

Based on the results of the data analysis, the p-value for the workload variable on work productivity through quiet quitting was obtained as 0.005, compared to a significant value of 0.05. Since the p-value is significant ($0.005 < 0.05$), and the beta and t-statistic values are 0.050 and 13.431, respectively, it can be concluded that quiet quitting mediates the influence of workload on work productivity. Therefore, the hypothesis is accepted. The role of quiet quitting in mediating the effect of workload on work productivity is crucial in the context of employee workload management.

Employees facing high and persistent workloads often feel stressed and overwhelmed, which can lead to decreased motivation and engagement. In such situations, some employees may resort to quiet quitting, completing only basic tasks and forgoing additional initiatives. This behavior may arise in response to dissatisfaction with workload management, when employees feel that their efforts and contributions are not commensurate with their workload. Thus, quiet quitting serves as a defensive mechanism for employees to maintain their well-being when facing excessive pressure. As a mediator, quiet quitting strengthens the relationship between a high workload and decreased productivity. When employees perceive their workload as unmanageable, they tend to reduce their efforts, thereby decreasing their productivity. Conversely, if organizations create more balanced and supportive workloads, employees will be more motivated to contribute. Reducing quiet quitting behavior can be achieved by providing necessary support for workload management, such as clear priority setting and open communication. Thus, minimizing unrealistic workloads can help prevent the phenomenon of quiet quitting and increase overall work productivity. The results of this study align with those of research conducted by (Drela, 2024) explains that when employees are trapped in quiet quitting, they only perform the minimum tasks without the desire to contribute more, this can bridge the gap in work productivity. In addition, research by (Kizilcan, 2023) explains that productivity can remain low if employees engage in quiet quitting. Other research results conducted by (Lee et al., 2023) explains that quiet quitting can bridge work productivity.

Based on the results of the data analysis, the p-value of the variable was obtained: work-life balance on work productivity through quiet quitting was 0.120, compared to a significant value of 0.05. Since the p-value is greater than the significant value ($0.120 > 0.05$) and the beta value is 0.245 with a t-statistic value of 2.621, it can be concluded that quiet quitting is unable to mediate the influence of work-life balance on work productivity. Therefore, the hypothesis is rejected. Employees struggle to balance the demands of work and their personal lives. When employees perceive an imbalance, such as excessive working hours or a lack of flexibility, they may experience stress and burnout. In this situation, some employees may choose to quietly quit as a way to reduce the pressure. By simply fulfilling basic responsibilities, employees can maintain their mental and physical health; however, this can negatively impact their work engagement and productivity. The results of this study are inconsistent with those of research conducted by Drela (2024), who explains that, when employees are trapped in quiet quitting, they only perform minimum tasks and have no desire to contribute more. This can bridge the gap in work productivity. In addition, research by (Kizilcan, 2023) explains that productivity can remain low if employees engage in quiet quitting. Other research results conducted by (Lee et al., 2023) explains that quiet quitting can bridge work productivity.

Based on the results of the data analysis, the p-value of the variable quiet quitting on work productivity through organizational culture was obtained at 0.523, compared to a significance level of 0.05. Since the p-value is greater than the significance level ($0.523 > 0.05$), and the beta value is -0.010 and the t-statistic value is 0.768, it can be concluded that organizational culture is unable to moderate the influence of quiet quitting on work productivity. Therefore, the hypothesis is rejected. This means that organizational culture is unable to weaken the influence of quiet quitting on work productivity. Organizational culture encompasses the values, norms, and practices that develop within an organization and shape how employees interact with each other and their tasks. When organizational culture supports engagement, collaboration, and recognition of employee contributions, the negative effects of quiet quitting can be minimized. Conversely, if the organizational culture is toxic or unsupportive, quiet quitting can become more prevalent and have a greater impact on productivity. In this case, a positive organizational culture serves as a buffer, reducing the likelihood that quiet quitting will harm work outcomes. The results of this study are inconsistent with the results of research conducted by (Ratnatunga, 2022) explains that a strong and positive organizational culture, which encourages collaboration, appreciation, and innovation, can reduce the negative impact of quiet quitting on productivity. Other research conducted by (Galanis et al., 2023) explains that a good organizational culture can weaken the attitude of quitting at work.

5. Conclusions

The findings of this study, as substantiated by the results of the research analysis and the discussion in the preceding chapter, indicate that perceived organizational support and the presence of toxic culture exert a negative and substantial influence on work productivity. The findings suggest a negative correlation between perceived organizational support and toxic culture on the one hand, and work productivity on the other. In addition, it has been demonstrated that workload and work-life balance have a positive and significant effect on work productivity. The findings of this study suggest a positive correlation between workload and work-life balance on work productivity. The subsequent finding indicates that quiet quitting does not exert a substantial influence on work productivity, thereby suggesting that the extent of quiet quitting is unable to impact fluctuations in work productivity.

Consequently, perceived organizational support has been shown to exert a positive and significant influence on the phenomenon of quiet quitting, indicating that heightened levels of organizational support are associated with increased instances of quiet quitting. The subsequent finding indicates that toxic culture does not influence quiet quitting. However, it is evident that workload and work-life balance exert a negative and significant impact on quiet quitting. These findings demonstrate that the prevalence of toxic culture exerts no influence on the variation in quiet quitting, while elevated workload and poor work-life balance are associated with reduced quiet quitting. An examination of the mediation results reveals that quiet quitting can serve as a mediator in the relationship between perceived organizational support, toxic culture, and work-life balance on work productivity. Nonetheless, quiet quitting is incapable of mediating the influence of work-life balance on work productivity. Furthermore, organizational culture is unable to moderate the influence of quiet quitting on work productivity.

The findings of this study have the potential to offer theoretical contributions, particularly to the Theory of Planned Behavior (TPB). The results of this study address the issue of work productivity. It is evident that human resource managers in government, in their capacity to enhance the productivity and efficiency of public services, are expected to possess a comprehensive understanding of employee work productivity, with a particular emphasis on civil servants (ASN). Therefore, it is imperative for relevant parties to comprehend the factors that influence work productivity.

A review of the extant research reveals the presence of findings that continue to demonstrate inconsistency with the conclusions of earlier studies. Consequently, this study establishes a foundation for future research to delve deeper into the interplay between variables, guided by the insights derived from this investigation. Moreover, an examination of the descriptive data reveals that some respondents' answers exhibited a degree of ambiguity or uncertainty with regard to the statements presented, as indicated by the variable indicators employed. This finding underscores the necessity for additional in-depth research concerning the variables examined in this study, including perceived organizational support, toxic culture, workload, work-life balance, quiet quitting, and work productivity. Future research endeavors may seek to address the limitations of this study, notably its modest sample size of 92 individuals. Therefore, it is recommended that future researchers expand the research sample to include all civil servants in the province of Bali.

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