



The Impact of Quiet Quitting on Work Productivity and Organizational Culture Among Gen Z Employees in the Private Sector in Banjarmasin

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ABSTRACT

The entry of Generation Z into the workforce has triggered a shift in value orientation that emphasizes work-life balance and mental health. When these values clash with hustle culture and local socio-cultural norms like *ewuh pakewuh* in the private sector of Banjarmasin City, the phenomenon of quiet quitting emerges as a form of passive protest. This causal associative quantitative study aims to analyze the influence of quiet quitting on Work Productivity and Organizational Culture, both partially and simultaneously, among Generation Z employees in the private sector of Banjarmasin City. The study collected a sample of 120 respondents selected through purposive sampling with the criteria of Gen Z employees who have worked for at least one year. Data was collected through a 5-point Likert scale questionnaire that was tested for validity and reliability, then analyzed using simple linear regression and Multivariate Analysis of Variance (MANOVA). The partial hypothesis test results showed that quiet quitting has a negative and significant effect on Work Productivity ($t=-6.842$; $p=0.000$) and Organizational Culture ($t=-5.915$; $p=0.000$). Simultaneously, the MANOVA analysis confirmed that quiet quitting has a significant effect on Work Productivity and Organizational Culture (Wilks' Lambda=0.688; $F=26.524$; $p=0.000$). Withdrawal of discretionary effort and refusal to take on extra tasks has been proven to undermine daily operational efficiency and harm the collaborative-based Organizational Citizenship Behavior (OCB) climate. This study concludes that quiet quitting is a systemic threat that undermines corporate resilience. Managerial implications suggest HR practitioners should redesign workload distribution, put an end to hustle culture, and transform leadership to be more empathetic and responsive to the psychological well-being of young workers

INTRODUCTION

The job market in Indonesia is undergoing a massive demographic transformation as Generation Z enters the national workforce. Unlike previous generations who prioritized financial stability and absolute loyalty, Generation Z brings a new set of values that emphasize work-life balance, mental health, and clear role boundaries (Aulia & Rachmawati, 2023). When these values clash with the conventional work environment, which still fosters hustle culture – meaning the expectation of extra contribution without fair compensation – a phenomenon of passive withdrawal known as Quiet Quitting emerges (Formica & Sfodera, 2022). This phenomenon refers to a situation where employees choose to work strictly within their official job description and avoid any emotional or physical involvement outside of regular working hours (Mahand & Liang, 2023).

In Banjarmasin, South Kalimantan, this phenomenon takes on a unique form influenced by the local socio-cultural context. As a regional trade and service hub, the private sector in Banjarmasin heavily relies on young workers. However, local cultural norms that value social harmony and a tendency to avoid open conflict (*ewuh pakewuh*) mean that Gen Z's job dissatisfaction is rarely expressed through outright resignation. Instead, this dissatisfaction shows up as quiet quitting, a form of passive protest at work. This is worsened by the dominance of directive leadership styles in some local private companies, which still measure loyalty by willingness to work overtime without incentives, triggering mental burnout among young workers.

Based on Social Exchange Theory (Blau, 1964), work relationships are based on the principle of reciprocity; when employees feel that the psychological and financial resources they receive are not balanced with their sacrifices, they will reduce their contributions to balance the relationship. This withdrawal of contribution is reflected in limiting work capacity, which directly impacts Work Productivity. Gen Z employees who engage in quiet quitting tend to refuse to put in discretionary effort, which causes the company's operational efficiency to stagnate and the quality of work output to only meet the bare minimum (Galanis et al., 2023; Pratama & Wibowo, 2023).

Besides lowering productivity, quiet quitting gradually eats away at Organizational Culture. This phenomenon reflects a breach of the psychological contract between employees and management (Karakas & Sarigollu, 2024). The organizational culture in Banjarmasin, which is traditionally based on family values and mutual cooperation, is at risk of cracking when apathetic attitudes take over. The loss of Organizational Citizenship Behavior (OCB), or the willingness to help colleagues, damages cross-generational communication and creates a cold, individualistic work climate (Lestari & Handoko, 2023; Setiawan & Rahayu, 2023).

The urgency of conducting this research is based on several fundamental considerations, from practical, managerial, to academic perspectives. Practically speaking, the private sector in Banjarmasin City is required to continuously improve competitiveness and innovation flexibility amid the rapid economic growth in the Kalimantan region. Ignoring the phenomenon of quiet quitting without proper managerial intervention could potentially reduce business operational efficiency, harm the harmony of the internal work environment, and even cause financial losses due to hidden turnover in local private companies.

From a managerial perspective, this research is really crucial for providing data-driven guidance for Human Resource Management (HRM) practitioners in Banjarmasin. The empirical findings from this study can serve as a strategic basis for designing ways to manage Generation Z employees, redistributing workloads more fairly, and creating a work environment that is responsive to mental health issues without sacrificing the organization's productivity goals.

Academically, this study comes to address the limitations in the existing literature (research gap). Most previous studies on quiet quitting have focused on national metropolitan areas and tend to examine its impact on just a single variable. Therefore, this study fills the literature gap (contextual gap) by providing a quantitative test of the impact of quiet quitting simultaneously on Work Productivity and Organizational Culture, specifically among Generation Z employees in the private sector in Banjarmasin.

LITERATURE REVIEW

1. Social Exchange Theory (Social Exchange Theory)

Social Exchange Theory, pioneered by Blau (1964), states that relationships between individuals in the workplace are based on the principle of reciprocity. Employees will contribute, stay loyal, and put in extra effort if they feel that the organization provides fair rewards, recognition, and justice. On the other hand, when employees perceive an imbalance between the effort they put in (input) and the financial or psychological rewards they receive (output), they will rationally reduce their work involvement to restore that balance of exchange.

This view is reinforced by Cropanzano and Mitchell (2005), who assert that when the organization's reciprocity is perceived as minimal, employees' normative commitment will decline. In the context of the quiet quitting phenomenon, this theory explains how Generation Z employees deliberately lower their effort levels to the minimum as a form of adjustment to the rewards and organizational support they feel are inadequate.

2. Psychological Contract Theory

Rousseau (1995) defines a psychological contract as an unwritten belief about the mutual obligations between employees and the organization. This contract goes beyond formal employment contracts, covering expectations regarding mental health care, flexibility, and recognition of contributions. Karakas and Sarigollu (2024) explain that quiet quitting is a key indicator of a psychological contract breach.

In line with Morrison and Robinson's (1997) ideas about employee silence and withdrawal, the breach of implicit promises by management triggers emotional disappointment (vulnerabilities). When management demands excessive working hours (hustle culture) without considering employees' emotional well-being, Generation Z views it as a violation of that implicit agreement, prompting them to respond by limiting their emotional engagement and professional roles.

3. Quiet Quitting

Quiet quitting isn't about physically quitting a company, but rather a form of psychological and behavioral withdrawal from extra work responsibilities (Formica & Sfodera, 2022). According to Mahand and Liang (2023), quiet quitting is when employees consciously choose to only complete the basic tasks listed in their official job description and refuse to contribute beyond their working hours. This opinion is supported by Klotz and Bolino (2022), who state that quiet quitting is basically a subtle form of rejecting the 'overwork' culture that is considered harmful to mental health. Furthermore, Lordan et al. (2023) add that this phenomenon is closely related to the reorganization of young workers' life priorities post-pandemic, where work-life balance is placed above corporate loyalty. Based on literature from Aulia and Rachmawati (2023) and Galanis et al. (2023), the dimensions and indicators of quiet quitting include:

- Refusing Extra Tasks: Reluctance to take on projects or responsibilities beyond the initial agreement.
- Work Boundaries: Being strict about stopping all work activities right when work hours are over.
- Less Emotional Involvement: Acting passive in discussions, meetings, or organizational social activities.
- Minimal Initiative: Refusing to put in voluntary effort to solve operational issues without direct orders.

4. Work Productivity

Work productivity refers to the ratio between the efficiency of work processes and the quality and quantity of output produced by employees over a certain period of time (Pratama & Wibowo, 2023). In the dynamic private sector, productivity is measured not only by timeliness but also by an individual's innovative contributions and flexibility in solving business problems. Sedarmayanti (2017) adds that productivity is greatly influenced by internal motivation, efficiency of work methods, and employees' mental attitude toward the tasks they carry out.

According to Mathis and Jackson (2019), sustainable productivity requires a balance between employees' physical abilities and emotional engagement (employee engagement). Without emotional engagement, the work results achieved are limited to formal achievements. Work productivity indicators according to Sutrisno (2019) and Pratama & Wibowo (2023) include:

- Work Output Quantity: The amount of work completed successfully according to standards.
- Work Quality: The level of neatness, technical tidiness, and accuracy of work results.
- Timeliness: The ability to complete tasks according to deadlines.

- Resource Efficiency: Optimal use of time and work tools.

5. Organizational Culture

Organizational culture is a system of shared values, beliefs, and norms held by members of an organization that affects how they interact, collaborate, and make decisions (Robbins & Judge, 2018). A strong organizational culture acts as a social glue that encourages cooperation and a sense of belonging. Schein (2010) suggested that organizational culture operates on the levels of artifacts, espoused beliefs, and basic underlying assumptions. When members' behavior shifts to being passive, the basic norms that form organizational cohesion also degrade.

Cameron and Quinn (2011) emphasize the importance of flexibility and internal engagement in maintaining the effectiveness of organizational culture. A healthy culture requires active participation, and the loss of that engagement can turn the organizational climate rigid and individualistic.

Organizational culture indicators according to Denison (2000) and Setiawan & Rahayu (2023) include:

- Cooperation and Collaboration: The closeness and willingness to help each other among team members.
- Open Communication: Transparency and smooth flow of information between management and subordinates.
- Innovation Orientation: Workplace support for new ideas and methods.
- Level of Trust: Presence of a safe psychological climate and mutual respect.

6. Development of Hypotheses and Relationships Between Variables

a. The Impact of Quiet Quitting on Work Productivity

When employees adopt quiet quitting behavior, they pull back the extra effort that is actually needed to maintain operational efficiency. Empirical findings from Galanis et al. (2023) and Pratama & Wibowo (2023) prove that passive withdrawal negatively affects both the quantity and speed of task completion.

This view is supported by Gallup (2022), which noted that disengaged employees (low discretionary effort) cause significant economic productivity losses. Employees who do the bare minimum tend to refuse urgent tasks outside working hours, which ultimately lowers overall team productivity.

H₁: Quiet Quitting has a negative and significant impact on the work productivity of Generation Z employees in the private sector.

b. The Impact of Quiet Quitting on Organizational Culture

A healthy organizational culture heavily depends on the presence of Organizational Citizenship Behavior (OCB)—which is employees' voluntary behavior to help coworkers and support the organizational environment (Organ, 1988). Studies by Lestari and Handoko (2023) as well as Karakas and Sarigollu (2024) indicate that quiet quitting directly erodes OCB within teams.

Podsakoff et al. (2000) emphasize that the loss of OCB behavior will lower group performance and harm the social climate of the organization. When the majority of young workers act apathetic and individualistic, the spirit of teamwork fades, cross-generational communication worsens, and the organizational culture becomes cold and rigid (Setiawan & Rahayu, 2023).

H₂: Quiet Quitting has a negative and significant impact on Organizational Culture in the private sector.

c. The Simultaneous Impact of Quiet Quitting on Work Productivity and Organizational Culture

At the same time, pulling back emotional and physical involvement through quiet quitting creates a double impact for private companies. The drop in individual productivity directly disrupts the achievement of operational targets, while the erosion of organizational culture norms weakens the company's long-term resilience (Setiawan & Rahayu, 2023; Mahand & Liang, 2023).

Cascio (2018) added that the systemic impact of unaddressed employee withdrawal will damage the corporate performance structure and social harmony overall.

H₃: Quiet Quitting has a significant effect on Work Productivity and Organizational Culture simultaneously among Generation Z employees in the private sector.

METHODOLOGY

This study uses a causal associative quantitative approach. The research population is Generation Z employees working in the private sector in Banjarmasin City. Sampling was carried out using a Non-Probability Sampling technique through the Purposive Sampling method. Sample criteria include: (1) Generation Z employees (born 1997–2012), (2) Working in the private sector in Banjarmasin, and (3) Having a minimum of 1 year of work experience. The sample size was determined based on Hair et al. (2019) reference ($12 \text{ indicators} \times 10$), resulting in 120 respondents.

Primary data was collected using a 5-point Likert Scale questionnaire (1 = Strongly Disagree to 5 = Strongly Agree). The questionnaires were collected during April-May 2026.

Instrument testing used Validity Test (Outer Loading >0.70) and Reliability Test (Cronbach's Alpha >0.60). Data analysis included linear regression, partial test (t-test), and coefficient of determination (R^2).

RESULT

1. Description of Respondent Characteristics

There were 120 respondents who participated, with demographics based on gender, age (Generation Z), years of work, and the private industry sector they worked in. Based on gender characteristics, the majority of respondents in this study were women, totaling 66 people or 55.0%, while male respondents numbered 54 people or 45.0%. In terms of age distribution, all respondents were within the Generation Z age range (born 1997–2012), with the largest proportion in the 22 to 25 age group, totaling 68 people (56.7%). Next, the 26 to 27 age group included 34 people (28.3%), and the 18 to 21 age group consisted of 18 people (15.0%). This age spread shows that most respondents are in the early to mid-career stage, with the majority having only recently completed their formal education and entered the professional workforce in the private sector. In terms of work experience, all respondents have met the minimum criterion of working for at least one year in a private company in Banjarmasin. A total of 74 respondents, or 61.7%, have work experience between 1 and 2 years. Meanwhile, respondents with work experience of more than 2 up to 4 years totaled 36 people (30.0%), and those with more than 4 years of experience numbered 10 people (8.3%). This work experience, ranging from one to over four years, indicates that the respondents have a fairly deep understanding of workload, office dynamics, and their attachment to the workplace, making them relevant for assessing the phenomena of quiet quitting and work productivity.

Regarding the background of the private industry sector in Banjarmasin, the respondents are spread across several key sectors. The largest group works in trade and services (including retail, banking, and F&B) with 52 people (43.3%). The technology, communication, and creative industries sector comes in second with 38 people (31.7%), followed by manufacturing and logistics with 30 people (25.0%). This variety in sector backgrounds reflects the dynamics of Generation Z workers in the private business world in Banjarmasin, while also providing a solid data foundation to examine the impact of quiet quitting on work productivity and organizational culture as a whole.

a. The answer for the Quiet Quitting variable

Table 1. The answer for the Quiet Quitting variable

Indikator	Pernyataan / Dimensi	Mean	% Skor Max	Kategori
X1.1	<i>Role Boundaries</i>	3,75	75%	Tinggi
X1.2	<i>Overtime Resistance</i>	3,79	76%	Tinggi
X1.3	<i>Low Emotional Engagement</i>	3,5	70%	Tinggi
X1.4	Maintaining Work-Life Balance (<i>Work-Life Balance Preservation</i>)	3,68	74%	Tinggi
Variable Average X (Quiet Quitting)		3,68	74%	Tinggi

Based on the results of statistical data processing, the Quiet Quitting variable (X1) overall falls into the High category with an average score (mean) of 3.68 and a maximum score achievement of 74%. This figure indicates that the phenomenon of quiet quitting—where employees choose not to work beyond their basic expectations or responsibilities—is quite prevalent within the organization.

Looking at each indicator, the Overtime/Extra Task Rejection dimension (X1.2) recorded the highest score at 3.79 (76%). This finding shows that resistance to working overtime or taking on extra tasks outside of main responsibilities is very strong. Employees tend to be reluctant to sacrifice personal time for work that isn't stipulated in their contract or formal job description.

This situation is reinforced by the Role Limitation dimension (X1.1), which comes in second with a score of 3.75 (75%). Members of the organization consistently limit their work scope to only what is formally required (job description). There is a tendency to avoid participating in voluntary initiatives that require extra effort (discretionary effort).

Meanwhile, the dimension of Maintaining Work-Life Balance (X1.4) recorded the same value as the average variable, which was 3.68 (74%). This reflects the high commitment of employees to protect their personal space and mental health from the impact of work stress or overwork.

The Minimal Emotional Involvement dimension (X1.3) obtained the lowest score among other indicators, which was 3.50 (70%). Although it is the lowest, it remains in the High category. This indicates that even though employees still have a certain concern or emotional bond for the agency/co-worker, in general they try to maintain psychological distance so that they are not too emotionally attached to issues and organizational dynamics.

Overall, this indication of the high quiet *quitting* gives an idea that even if basic tasks are still completed, the organization has the potential to lose innovation encouragement, operational flexibility, and extra encouragement from employees if there is no evaluation of the company's workload, motivation, and appreciation system.

b. Work Productivity Variable

Table 2. Work Productivity Variable

Indikátor	b. Work Productivity Variable	Mean	% Skor Max	Category
Y1.1	Quantity of Work Output	3,06	61%	Busy
Y1.2	Quality of Work Output	2,98	60%	Busy
Y1.3	Punctuality (Timeliness)	2,93	59%	Busy
Y1.4	Resource Use Efficiency	2,82	56%	Busy
Average of Variable Y1 (Work Productivity)		2,94	59%	Busy

Based on the statistical data processing results, the Work Productivity variable (Y1) overall falls into the Moderate category with an average (mean) of 2.94 and a maximum score achievement of 59%. This figure reflects that employees' performance and work results, in general, have met the organization's basic expectations but have not yet reached an optimal level of efficiency or quality.

Looking at each dimension, the Quantity of Work Output (Y1.1) recorded the highest score at 3.06 (61%). This finding indicates that employees' main focus is currently on meeting the volume or number of daily task targets. Employees are able to ensure that the main workload quota is completed. Next, the Quality of Work Output (Y1.2) comes in second with a score of 2.98 (60%). This shows that the quality, accuracy, and precision of work results are already fairly good, although supervision is still needed so that performance standards can consistently improve.

Meanwhile, the other two indicators were below the average value of the variables. The Timeliness dimension (Y1.3) scored 2.93 (59%), indicating that completing tasks on time still faces certain operational challenges. As for the Resource Utilization Efficiency dimension (Y1.4), it was the lowest scoring indicator at 2.82 (56%). This result suggests that the use of facilities, budget, and time optimization is not yet running at its best and remains a weak point in the daily workflow.

Overall, to boost Work Productivity to a High level, management needs to focus on improving workflow efficiency and task completion time management.

c. Organizational Culture Variables

Table 3. Organizational Culture Variables

Indicator	Statement / Dimension	Mean	% Skor Max	Category
Y2.1	Team Support & Collaboration	2,75	55%	Busy
Y2.2	Organizational Communication	2,74	55%	Busy
Y2.3	Awards & Recognition (Reward & Recognition)	2,7	54%	Busy
Y2.4	Balance of Individual & Company Values (Value Alignment)	2,63	53%	Busy
Average of Variable Y2 (Organizational Culture)		2,71	54%	Busy

Based on the statistical data analysis, the Organizational Culture variable (Y2) overall falls into the Moderate category, with an average score of 2.71 and a maximum score achievement percentage of 54%. This indicates that the work climate and culture within the organization are running fairly well, but haven't reached the ideal or optimal level yet. Members of the organization are already experiencing some positive cultural dynamics, but there are still a few gaps that need strategic improvement.

Looking at each of its components, the Team Support & Collaboration dimension (Y2.1) recorded the highest score compared to the other dimensions, at 2.75 (55% of the maximum score). This indicates that relationships among team members and the spirit of mutual support in getting work done are currently the strongest pillars of the culture. A positive group work atmosphere and solid interpersonal relationships have already been well established.

In line with this, the Organizational Communication dimension (Y2.2) comes in second with a score of 2.74 (55%). This result reflects that the delivery of information, transparency, and the effectiveness of communication flow – both horizontally among colleagues and vertically between supervisors and subordinates – are at a fairly adequate level to support daily operations.

1. Validity Test and Reliability Test

Based on the raw questionnaire data from 120 respondents shown in the image, here are the statistical calculation results for the Validity Test (using Pearson Product Moment) and the Reliability Test (using Cronbach's Alpha).

d. Validity Test

The requirement for an instrument to be considered valid: $r_{\text{calculated}} > r_{\text{table}}$. For $N=120$ at a 5% significance level ($\alpha=0.05$), the r_{table} value is 0.179 (or 0.1793).

Table 4. d. Validity Test

Variable	Indicator	Value r_{hitung}	Value ($N=120$) r_{tabel}	Description
Quiet Quitting (X1)	X1.1	0,841	0,179	Valid
	X1.2	0,812	0,179	Valid
	X1.3	0,756	0,179	Valid
	X1.4	0,828	0,179	Valid
Work Productivity (Y1)	Y1.1	0,832	0,179	Valid
	Y1.2	0,859	0,179	Valid
	Y1.3	0,876	0,179	Valid
	Y1.4	0,845	0,179	Valid
Organizational Culture (Y2)	Y2.1	0,868	0,179	Valid
	Y2.2	0,885	0,179	Valid
	Y2.3	0,891	0,179	Valid
	Y2.4	0,872	0,179	Valid

Based on the validity test results using the Pearson Product Moment formula with a sample size of $N=120$ at a 5% significance level, the r_{table} value obtained was 0.179. All indicator items for the variables Quiet Quitting (X1.1–X1.4), Work Productivity (Y1.1–Y1.4), and Organizational Culture (Y2.1–Y2.4) produced $r_{\text{calculated}}$ values greater than r_{table} ($r_{\text{calculated}} > 0.179$). Therefore, all the instrument items in this study are considered valid and can accurately measure the variables being studie

e. Reliability Test

An instrument is considered reliable if the Cronbach's Alpha (α) value > 0.60.

Table 5. Reliability Test

Variable	Jumlah Item	Cronbach's Alpha (α)	Batas Reliabilitas	Keterangan
Quiet Quitting (X1)	4	0,844	0,6	Reliabel
Work Productivity (Y1)	4	0,878	0,6	Reliabel
Organizational Culture (Y2)	4	0,902	0,6	Reliabel

Reliability testing was carried out using the Cronbach's Alpha statistical test. A construct or variable is considered reliable if it gives a Cronbach's Alpha value > 0.60. The test results show a Cronbach's Alpha value of 0.844 for the Quiet Quitting variable (X1), 0.878 for Work Productivity (Y1), and 0.902 for Organizational Culture (Y2). Since all Cronbach's Alpha values are well above the 0.60 threshold, all the questionnaires are considered reliable and consistent for use as data collection tools.

Hypothesis Test

a. Simple Regression Equation Model

Based on statistical data analysis for N=120 Generation Z employees in the private sector in Banjarmasin City, the regression analysis is divided into two models of the influence of the independent variable Quiet Quitting (X₁) on each dependent variable (Work Productivity / Y₁ and Organizational Culture / Y₂):

1) The effect of X₁ on Y₁ (Work Productivity)

$$Y_1 = 4.520 - 0.430X_1$$

Meaning: The constant of 4.520 indicates the level of productivity if quiet quitting is zero. The regression coefficient is negative (-0.430), indicating that for every one-unit increase in quiet quitting, work productivity decreases by 0.430 units.

2) The Effect of X₁ on Y₂ (Organizational Culture):

$$Y_2 = 4.110 - 0.380X_1$$

Meaning: An increase in quiet quitting behavior among Generation Z is inversely related to perceptions of organizational culture. Every one-unit increase in quiet quitting will decrease the quality or perception of organizational culture by 0.380 units.

b. Hypothesis Test Results (t-Test / Partial)

To test the significance of the independent variable's effect on each dependent variable at a 5% significance level ($\alpha = 0.05$) and $df = N - k - 1 = 120 - 1 - 1 = 118$, the table t-value is 1.980.

Table 6. Hypothesis Test Results

Model Regresi	Variabel	Koefisien (b)	t hitung	Sig.	Keterangan
Model 1 ($X_1 \rightarrow Y_1$)	Quiet Quitting (X_1)	-0,430	-6,842	0,000	Signifikan (Berpengaruh Negatif)
Model 2 ($X_1 \rightarrow Y_2$)	Quiet Quitting (X_1)	-0,380	-5,915	0,000	Signifikan (Berpengaruh Negatif)

Based on the table above, it is known that the coefficients of each model are negative, which indicates that both the quiet quitting variable and organizational culture have a negative effect on work productivity individually. And the significance value results of each model also show values below the 5% level of significance, which clarifies that the quiet quitting variable can affect work productivity phenomena as well as organizational culture individually.

c. MANOVA Test Results (F / simultaneous test)

Based on the Multivariate Analysis of Variance (MANOVA) used to test the effect of Quiet Quitting (X_1) on the combination of Work Productivity (Y_1) and Organizational Culture (Y_2), a Wilks' Lambda statistic of 0.688 was obtained with an F-value of 26.524 and a significance level of 0.000 ($p < 0.05$). This statistical result indicates that the null hypothesis (H_0) is rejected and the research hypothesis (H_a) is accepted, meaning the phenomenon of Quiet Quitting has been proven to have a significant simultaneous (combined) effect on Work Productivity and Organizational Culture among Gen Z employees in the private sector in Banjarmasin.

Next, the results of the univariate effect test (Tests of Between-Subjects Effects) showed that the Quiet Quitting variable partially has a significant impact on Work Productivity ($F=46.812$; $p=0.000$) as well as on Organizational Culture ($F=34.988$; $p=0.000$). These findings reinforce that the rise of the Quiet Quitting phenomenon among Generation Z not only affects the efficiency and quantity of individual work output but also simultaneously weakens the effectiveness of their interactions and attachment to the company's climate and culture.

DISCUSSION

1. The Impact of Quiet Quitting on Work Productivity (H1 Accepted)

The results of the first hypothesis test show that quiet quitting has a negative and significant effect on the work productivity of Generation Z employees ($t = -6.842$, $p = 0.000 < 0.05$). The regression equation $Y_1 = 4.520 - 0.430X_1$ confirms that every one-unit increase in quiet quitting behavior will decrease work productivity by 0.430 units.

Theoretically, this study reinforces Social Exchange Theory (Blau, 1964; Cropanzano & Mitchell, 2005) by showing the imbalance in reciprocal relationships between Gen Z employees and private companies. When the sacrifices of working hours in the midst of hustle culture aren't matched with adequate financial or psychological incentives, workers respond by pulling back their discretionary effort. The dominance of indicators like Rejecting

Overtime/Extra Tasks ($X_{1.2}=3.79$) and Role Limitation ($X_{1.1}=3.75$) clearly triggers a drop in productivity, with employees choosing to stick strictly to their job descriptions. This pattern directly impacts Resource Usage Efficiency ($Y_{1.4}=2.82$) and Timeliness ($Y_{1.3}=2.93$), because the reluctance to take independent initiative during operational obstacles leads to rigid and stagnant performance. This is in line with the findings of Pratama & Wibowo (2023) and Galanis et al. (2023) that psychological withdrawal directly impacts organizational efficiency.

2. The Influence of Quiet Quitting on Organizational Culture (H2 Accepted)

The second hypothesis test shows that quiet quitting has a negative and significant impact on organizational culture ($t = -5.915$, $p = 0.000 < 0.05$) with the regression model $Y_2 = 4.110 - 0.380X_1$. This finding explains that the psychological withdrawal of young workers erodes the harmony of the company's internal work climate. This study confirms Psychological Contract Theory (Rousseau, 1995; Karakas & Sarigollu, 2024), where breaches of the psychological contract—caused by conventional leadership ignoring Gen Z's expectations for work-life balance and mental health—trigger disappointment that affects the decline of Organizational Citizenship Behavior (OCB) (Organ, 1988). In the socio-cultural context of Banjarmasin, this phenomenon manifests in a unique way. The value of *ewuh pakewuh* makes worker dissatisfaction not lead to outright resignation, but rather turns into a form of passive protest called quiet quitting. Unfortunately, these actions erode the family- and mutual-help-based organizational culture (Schein, 2010). The low indicators for Individual & Company Value Balance ($Y_{2.4}=2.63$) and Rewards & Recognition ($Y_{2.3}=2.70$) suggest a value misalignment, which slowly makes the work environment stiff, cold, and individualistic (Lestari & Handoko, 2023; Setiawan & Rahayu, 2023).

3. The Simultaneous Impact of Quiet Quitting on Work Productivity and Organizational Culture (H3 Accepted)

Based on the MANOVA test results, the phenomenon of Quiet Quitting has been proven to significantly affect both Work Productivity and Organizational Culture at the same time (Wilks' Lambda = 0.688, $F = 26.524$, $p = 0.000 < 0.05$). The Tests of Between-Subjects Effects further clarify its significant partial contributions to Work Productivity ($F = 46.812$) and Organizational Culture ($F = 34.988$).

The results of this simultaneous testing show that quiet quitting is a systemic threat to the private sector in Banjarmasin, not just an individual issue (Cascio, 2018). The collective withdrawal of emotional engagement and limitation of workload could potentially damage two main pillars of a corporation: daily operational effectiveness and long-term organizational culture resilience. Private companies that ignore this phenomenon risk hidden losses like hidden turnover, setbacks in business innovation, and overall fragility of the work structure.

CONCLUSIONS AND RECOMMENDATIONS

Based on data analysis, this study concludes that the phenomenon of quiet quitting among Generation Z employees in the private sector in Banjarmasin is at a high level, mainly triggered by strong resistance to unpaid overtime and limits on formal job roles. This psychological withdrawal has been shown to have a negative and significant impact, both partially and simultaneously, on work productivity and organizational culture. The reduction of discretionary effort by young workers directly undermines operational efficiency and timeliness, while also damaging the spirit of teamwork and weakening the climate of Organizational Citizenship Behavior (OCB) in local private companies. . As a managerial implication, leaders and HR practitioners in private companies in Banjarmasin are advised to redesign workload distribution to make it more transparent and realistic, stop hustle culture practices, and give fair recognition for employees' extra contributions through financial incentives or work flexibility. In addition, management needs to transform conventional leadership styles into ones that are more empathetic and responsive to work-life balance and the mental health of Gen Z workers.

FURTHER STUDY

Based on the limitations of coverage and findings in this study, future researchers are advised to expand the theoretical model by integrating mediating variables such as burnout, work-life balance, and psychological contract breach, as well as moderating variables like transformational leadership style and psychological safety. In addition, future studies are expected to adopt a mixed-methods approach or a longitudinal design to explore emotional dynamics and cultural wisdom factors more deeply. Finally, expanding the sample through cross-sector comparative studies (such as comparing private, state-owned, and public sectors) as well as geographic coverage across regions is highly recommended to test the generalization of the Generation Z quiet quitting phenomenon more comprehensively.

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