



Why millennials and gen Z are silently leaving their jobs? Unraveling the 'quiet quitting' trend

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Abstract

This paper investigates the phenomenon and factors that influence quiet quitting behavior that is happening in millennial and Z generation workers. Quiet quitting is employee behavior that chooses to work moderately according to the tasks that have been given. Several previous research results found that this behavior can be anticipated by increasing job satisfaction which is influenced by empowering leadership, organizational culture, and work overload. This research was designed with a survey method and using a quantitative approach. Data collection in this study used online questionnaires distributed to workers in the age range of millennial and Z generations. The data analysis technique used in this research is Structural Equation Modelling (SEM) with AMOS software. The number of samples in this study was 600 respondents. The respondents are dominated by workers on the islands of Java and Sumatra and the rest are from other regions in Indonesia. The findings of this research highlight the negative effect of job satisfaction towards quiet quitting behavior in millennial and Z workers. Another result of this study is that there is a positive effect of empowering leadership and organizational culture on job satisfaction, while work overload have a negative effect on job satisfaction. The research results are useful information for planning strategies to retain employees and provide their best performance at work. These findings are significant to measure the factors that influence job satisfaction of millennial and generation Z employees so that they do not quiet quitting or leaving the company.

Introduction

The phenomenon of "The Great Resignation" is occurring in several countries including Indonesia (Sari, 2022). Based on survey in 2022, it was found that 84 percent of Indonesian workers planned to resign from their place of work (Karnadi, 2022). The highest number of workers who want to resign is dominated by generation Z and generation millennials (Formica & Sfodera, 2022). Dissatisfaction with work is the main trigger for workers to want to resign. However, this resignation plan does not necessarily make workers immediately or even already make the resignation. This unrealized resignation plan finally has an impact on the behavior and attitude of workers. There is a new phenomenon that is starting to trend among millennials and generation Z workers, namely "quiet quitting" which is reflected in their behavior and attitude at work. Quiet quitting is a behavior and attitude where workers only work according to the tasks, targets and orders or in other words, working in moderation (Atalay & Dağistan, 2024; Mahand & Caldwell, 2023). Currently, quiet quitting is not a threat for the company. However, problems will arise if quiet quitting continues happen in company employees. This phenomenon will be a big problem that will make it difficult for companies in the midst of global business competition. The survey results noted that quiet quitting caused a loss value of 7.8 trillion USD for all companies in the world (Gallup, 2022).

Self-determination theory is used as a theoretical lens to describe the interrelationships between variables in our conceptual framework. This theory emphasizes the importance of basic

psychological needs such as autonomy, competence, and relatedness in influencing individual motivation and satisfaction at work (Ryan & Deci, 2017). The company's inability to meet these needs can cause employee dissatisfaction (Nunes et al., 2024). Dissatisfied employees will tend to do work only at the minimum level required without greater enthusiasm or commitment (Atalay & Dağıstan, 2024). This behavior currently called as quiet quitting. Based on self-determination theory, leaders who empower their employees can increase employees' feelings of autonomy and competence. At the same time, a supportive organizational culture can strengthen the connection between the organization and employees and work overload can undermine job satisfaction.

Previous research explains that quiet quitting arises due to many factors, including leader who cannot be trusted (Damron, 2018). Apart from leadership, another thing that influences employees to do quiet quitting is the poor organizational culture. The misalignment between the values within the company and the employees values creates a lack of ease at work, making employees feel dissatisfied with their work (Formica & Sfodera, 2022). Furthermore, another factor that causes employees to quiet quit is work overload (Yikilmaz, 2022). Work overload causes employees to lose rest time, holiday time, social time and time with family. Due to this, employees ultimately choose to work enough so that they do not lose time which they think is valuable (Pandey, 2022; Serenko, 2024). Survey data found that around 17,012 workers chose to work moderately and abandon excessive work behavior with the aim of maintaining their physical and mental health (Qualtrics, 2020).

The literature shows that among the many antecedents of job satisfaction, leadership is one of the strongest predictive factors influencing positively employee job satisfaction (Alonderiene & Pilkiene, 2020). Another research results found that a good organizational culture such as Kaizen is able to have a positive influence on employee job satisfaction (Yuliaty, 2022). Organization culture reflect on workplace conditions. A workplace that provides freedom to share ideas, support employees innovation, and trust to employee ability can make employees confident so can increase employee job satisfaction (Anindita & Bachtiar, 2021). Apart from leadership and organizational culture, work overload can also affect employee job satisfaction. Work overload causes negative emotions to emerge in employees which then causes long-term work fatigue both physically and mentally, this condition ultimately leads to dissatisfaction with work (Zang et al., 2022). Based on this vein, it is necessary to research the influence of leadership, organizational culture, and work overload on quiet quitting through job satisfaction as a mediating variable. This research was specifically conducted on millennial and Z generation because they are the employees who are currently most dominantly involved in quiet quitting behavior (Formica & Sfodera, 2022).

Literature Review and Hypotheses Development

Quiet Quitting

Quiet quitting is defined as the behavior of employees to work in accordance with the tasks and responsibilities that have been given and not to work on other tasks that are beyond their responsibilities (Formica & Sfodera, 2022; Hamouche et al., 2023). Therefore, people who quit quietly are not engaged in work and do not intend to go beyond the limits of their duties. Silent quitters or quiet quitters do not accept the expectation of giving their all or contributing more to their company or organization (Galanis et al., 2023; Zenger & Folkman, 2022). They also do not take on additional work or tasks that are not paid or rewarded (Harter, 2022). This paper explain quiet quitting is employee behavior that is indicated by working moderately without emotional attachment with the organization.

The main triggers for quiet quitting are the lack of clear goals, fair recognition and the desire to maintain work-life balance (Aydin & AziZoglu, 2022; Wu & Wei, 2024). Quiet quitting has been conceptualized under different names in the field of organizational behavior for decades, a concept that is very close and similar to quiet quitting is emotional cognitive or physical distancing from work (Afrahi et al., 2022; Jeske & Lippke, 2022). A term similar quiet quitting is withdrawal behavior. These withdrawal behaviors refer to employee actions that include a pathological or physical distance between self and work environment. Similar to disengagement, withdrawal

behaviors are also defined as deficit actions to cope with daily setbacks at work and work to family balance issues (Jo & Lee, 2022). Another similar term is work neglect, work neglect is conceptualized to include actions such as withholding effort and reducing participation in work-related tasks (Aydin & AziZoglu, 2022).

Indicators of Quiet Quitting Behavior

Quiet quitting behavior is characterized by working sufficiently according to the task even though employees have the potential to do more (Formica & Sfodera, 2022). Furthermore, several previous studies explain quiet quitting behavior more clearly in indicators that mark employees who have adopted quiet quitting behavior. The first is work according to working hours. As the rules of working hours that have been set by the company, employees who do quiet quitting will work according to these rules (Morrison-Beedy, 2022). The second indicator is work according to the assigned task. Employees with quiet quitting behavior will tend to avoid work outside their responsibilities by refusing to give or delegate additional tasks unless they are paid for it (Hart, 2022). The third indicator is loss of ambition for achievement. Employees who initially work optimally because they want career achievement then work moderately because they have lost motivation to achieve their achievements. This condition causes employees to be in the 'lying flat' phase, which refers to feeling comfortable and not wanting career or work achievements (Yikilmaz, 2022). The fourth indicator is work disengagement. This behavior is the behavior of employees who perform emotional and physical disengagement or avoidance of work (Afrahi et al., 2022; Aslam et al., 2018).

Job Satisfaction

Job satisfaction as an emotional state resulting from individual perception of their work (Judge et al., 2020). Job satisfaction is an employee's feeling of pleasure with the work they are willing to provide optimal performance (Wakida, 2015). This article defines job satisfaction as an employee's positive feelings towards their work which are reflected in their behavior and performance. Based on research, factors that influence the job satisfaction of millennials and generation Z include aspects such as leadership, organizational communication, and work environment (Nguyen Ngoc et al., 2022). Millennials, for example, are more likely to feel satisfied if they have a leader who provides support and recognition (Stewart et al., 2017), while generation Z tends to seek constant challenge and development in their work. Millennials and generation Z are more likely to value work-life balance, opportunities for growth, and a supportive work environment (Larasati et al., 2019; Sánchez-Hernández et al., 2019; Waworuntu et al., 2022). The study also found that millennials and generation Z are more likely to leave a company if they are not satisfied with their salary or do not have opportunities for advancement (Barhate & Dirani, 2022; Kodithuwakku et al., 2018). Studies show mixed trends in terms of job satisfaction among these two generations.

In addition, another study explored the relationship between work-life balance and job satisfaction of millennials and Z generations. They found that significant work-life imbalance causes dissatisfaction and may trigger quiet quitting behavior (Fayyazi & Aslani, 2015). Quitting behaviors, which include performance reduction, disloyalty, and emotional withdrawal that are not overtly manifested, may emerge when employees are dissatisfied with their jobs (Yıldız, 2023). This underscores the importance of understanding the impact of low job satisfaction on employee behavior, especially in millennials and Z generations.

H₁: Job satisfaction negatively related to quiet quitting behavior in millennials and Z generation employees.

Empowering Leadership

Empowering leadership is defined as process of sharing power and providing autonomy and responsibility to subordinates to increase internal motivation and achieve work success (Cheong et al., 2019). Empowering leadership style able to produce a supportive and inclusive work atmosphere and creates a supportive environment so that employees want to be actively involved

and responsible in their work (Fraboni et al., 2023). Empowering leadership tends to provide strong support to employees by providing a set of positive managerial practices, such as encouragement, emotional support, and information sharing (Indragiri, 2022). This research defines empowering leadership as a leadership style that gives trust to subordinates to develop ideas, abilities and expertise through delegation of authority.

Studies in the recent literature indicate that empowering leadership have a positive impact on their job satisfaction. Millennials tend to prefer leaders who provide clear guidance and direction, while generation Z is more likely to seek leaders who are more inclusive and open to diverse ideas. This provides important insights in the context of leadership dynamics in improving job satisfaction between the two generations (Shuck et al., 2021). A relevant study shows that empowering leadership has a positive impact on millennials job satisfaction. Empowering leadership provides opportunities for this generation to feel valued and contribute significantly to their organization (Chen & Wang, 2014). Two ways communication in empowering leadership for millennials make them feel heard and empowered (Wang et al., 2017). Empowering leaders who give active participation of employees in decision-making and giving greater responsibility can increase millennials' job satisfaction (Laschinger et al., 2013). Meanwhile generation Z employees are more likely to feel satisfied with their jobs when they are empowered to develop skills and innovate in their work. This reflects the character of generation Z who seek self-development and opportunities for continuous learning (Racolța-Paina & Irini, 2021). A better understanding of how empowering leadership impacts these two generations, organizations can develop more effective leadership strategies to support their job satisfaction.

H₂: Empowering leadership positively related to job satisfaction of millennial and Z generation employees.

Work Overload

Work overload is defined as a situation where employees have more work than they can complete in a given period (Alves et al., 2024). Work overload is usually caused by role overload. Role overload is a situation where individuals feel that too many tasks or activities are assigned to them with limited time available and exceed their abilities (Rafiq et al., 2021). Work overload not only makes employees physically and mentally exhausted (Alaminos-Torres et al., 2023). In general, work overload is defined as giving excessive work overload to employees that exceeds the limits of their abilities and time availability, which causes physical and mental fatigue. Recent research has found that a feeling of insufficient time to complete work tasks can be a cause of decreased job satisfaction for millennials and Z generations (Yap & Badri, 2020). They tend to value time flexibility at work more and dislike it when their jobs demand too much work overload (Waworuntu et al., 2022). This is reinforced by the results of another study conducted on ICU staff of a hospital who received reassignments so that their work overload was not excessive and led to an increase in their job satisfaction (McGinnis, 2023). Furthermore, the results of the study found that perceptions of work overload balance, comparison of work overload with coworkers, and role alignment with competence were significant predictors of employee job satisfaction (Inegbedion et al., 2020).

Older generations such as baby boomers have a tendency to be highly satisfied with their jobs, while younger generations such as millennials think that excessive work takes up their free time so they cannot relax, which causes a decrease in psychological well-being (Tsaor & Yen, 2018). Overwork will lead to burnout or emotional exhaustion that causes stress. This exhaustion makes employees hate their jobs and have the desire to quit the company (Madigan & Kim, 2021).

H₃: Work overload negatively related to job satisfaction of millennial and Z generation employees.

Organizational Culture

Organizational behavior is defined as a set of beliefs and values that exist in an organization that function as a unifier of the organization's members (Bortolotti et al., 2024). Organizational culture is a pattern of shared basic assumptions learned by a group to solve problems of external adaptation and internal integration, which has worked well and is considered valid so that it can be taught to

new generations (Aljlayel, 2024). This paper defined organizational culture as a belief, value and norms among organization member that that's are able to help the company achieve its goals.

The previous research found that a good organizational culture such as Kaizen is able to have a positive influence on employee job satisfaction because it is considered to have good values by its employees (Yuliaty, 2022). Organizations culture are one of the things that influence employee behavior and culture good will have a positive impact on employee behavior, while bad culture will also have a bad influence on people employees (Ferzi, 2021; Ratnasari, 2019). Millennial and Z generation workers want their own values to be aligned with those of the organization they work for (Colliander & Olsson, 2023; Dutta & Mishra, 2021). Studies show that organizational cultures that encourage collaboration, engagement, and flexibility tend to increase millennials job satisfaction (Dutta & Mishra, 2021). Organizational cultures that encourage the use of technology and provide access to rapid career progression can increase the job satisfaction of generation Z (Pichler et al., 2021).

H₄: Organizational culture positively related to job satisfaction of millennial and Z generation employees.

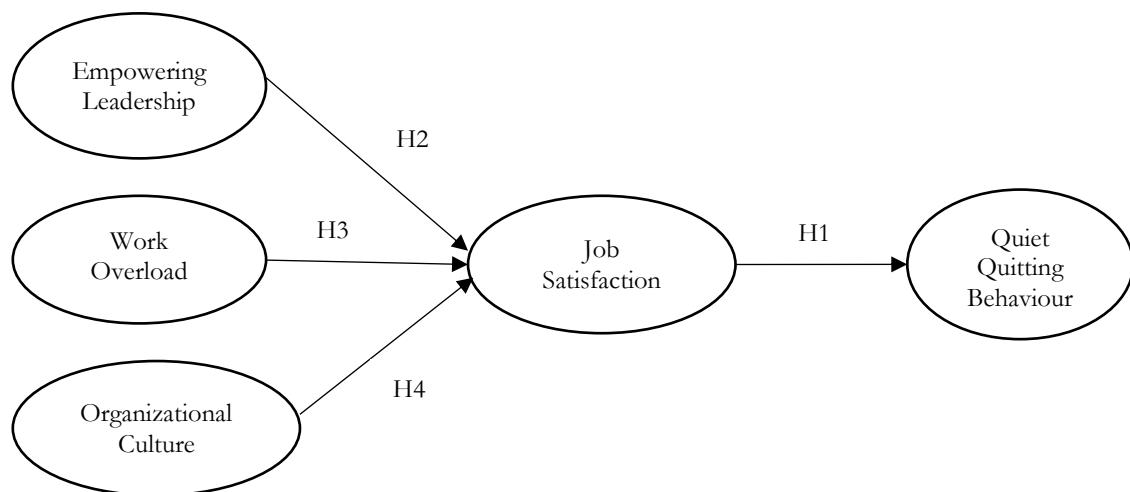


Figure 1. Research Model

Research Methods

This research was designed with a survey method and using a quantitative approach (Saunders et al., 2019). The data analysis technique used in this research is Structural Equation Modelling (SEM). The number of samples in this study were 600 respondents, with the following criteria: 1) At least 17 years old; 2) Has worked for at least 1 year at his/her current workplace; 3) In the age range of 18-42 years old. 600 respondents were determined using non-probability sampling techniques, judgmental (purposive) sampling. This research used a semantic differential scale with a 10 point measurement scale, the semantic differential scale is an attitude measurement scale created by Bordens and Abbott (2022). Semantic differential scale with an interval scale of 10 is used to assess respondents' attitudes (Sekaran & Bougie, 2016). To avoid common method bias in this research, several questionnaire statements use reverse-scored items and there is a clear separation of dependent and independent variables in the survey so that respondents' answers are more accurate. Online questionnaires have been distributed from May to September 2023.

Results and Discussion

Respondent Characteristics

The data obtained in this study were 600 respondents who were workers with age ranges in the millennial and Z generations. The characteristics of respondents in this study are divided into several characteristics.

Table 1. Respondent Characteristics

Profiles/Categories		Frequency	Percentage
<i>Gender</i>	Male	348	58%
	Female	252	42%
<i>Age</i>	17-25 years old	228	38%
	26-42 years old	372	62%
<i>Monthly Income</i>	< IDR 5,000,000	156	26%
	IDR 5,000,001 - IDR 10,000,000	240	40%
	IDR 10,000,001 - IDR 15,000,000	156	26%
	> IDR 15,000,001	48	8%
<i>Occupation</i>	Civil Servant/Government/Public Sector	126	21%
	Private Employees	216	36%
	State-Owned Enterprise Employees	192	32%
	Others	66	11%
<i>Domicile</i>	Java	294	49%
	Sumatera	168	28%
	Kalimantan/Borneo	60	10%
	Bali and Nusa Tenggara	36	6%
	Sulawesi and Papua	24	4%
	Others	18	3%
<i>Tenure</i>	1-5 years	342	57%
	6-10 years	135	22.5%
	11-15 years	75	12.5%
	>16 years	48	8%

Source: Research results, 2023

Based on the results of questionnaire data collection, respondents are dominated by male employees, as many as 58%. Meanwhile, based on age, the number of respondents is dominated by millennial workers with an age range of 26-42 years old. The number of respondents is also dominated by workers with their income in the range of IDR 5,000,001 - IDR 10,000,000. Other results show that most respondents are private employees and state-owned enterprise employees with a percentage of 36% and 32%. Respondents were obtained from almost all regions of Indonesia with the largest composition coming from Java, Sumatra, and Kalimantan with respective percentages of 49%, 28%, and 10%. For tenure, most of the respondents were those who had worked for a period of 1-5 years, and the fewest respondents were those who had worked for more than 16 years.

Covariance Based-SEM

This research used covariance-based SEM as an analysis tool with AMOS software. The initial stage in this analysis is building a conceptual model that has been carried out in developing research hypotheses. Next, the data that has been collected is checked to ensure there is no missing data and meets the data criteria for SEM analysis. Then, validity and reliability testing was carried out to ensure that the measurement items can represent the research variables and are consistent. After ensuring that the measurement items are feasible, we proceed with model testing to ensure the model fits. After the model enters the fit category, testing continues by looking at the significance of the influence between the variables offered in the research hypothesis (Hair et al., 2019).

SEM Assumption Test

In SEM analysis, a data normality test is required first to determine whether the data obtained is normal data (Hair et al., 2019). Based on the results of the analysis, the results of data normality testing show that there is no critical ratio value both univariate and multivariate which is more than the cutoff value of ± 2.58 . Therefore, the data distribution in this study is normally distributed and suitable for use as research data. After conducting the normality test, the next step is to test the outlier data univariate and multivariate. Testing univariate and multivariate data outliers aims to

avoid biased research results (Hair et al., 2019). The output shows that the minimum and maximum Z-score values are neither greater nor smaller than the values of 3 and -3, so this means that the data used in this study do not contain data outliers. For multivariate outlier data, it is necessary to compare the value of the chi-square table with the highest output value of the Mahalanobis distance. The chi-square table value is 83.51, while the highest value of the Mahalanobis distance output is 26.993. This result indicates that the research data passed the normality testing.

Table 2. Measurement, Loadings, CR, and AVE

No	Questionnaire Statements	Constructs	Indicators	Loading Factor	CR	AVE
1	I always leave work on time	Quiet Quitting	Work according to working hours	0.507	0.912	0.457
2	I never work on my days off					
3	I don't want to work overtime without getting paid					
4	I only do my work in the office					
5	I don't want to do off-task work					
6	I don't want to do my coworkers' work					
7	I don't want to do my boss's work					
8	I work to get a paycheck					
9	I don't want to do more than my task responsibility					
10	I work moderately, even though I have the ability to do better					
11	I am not interested in being rewarded for my work					
12	I don't want to get involved with the place I work except for work matters					
13	I have no emotional attachment to the company I work for					
14	My boss makes sure I am responsible for the tasks I do	Empowering Leadership	Autonomy support	0.682	0.96	0.577
15	My boss encouraged me to finish my job					
16	My boss gave me the authority to solve problems in my department					
17	My boss has shown a positive attitude regarding my new task					
18	My boss encouraged me to take the initiative					
19	My boss cares (pays attention) about achieving my goals					
20	My boss cares (pays attention) to my attitude in goal- directed manners					
21	My boss is listening to me					
22	My boss knows my strength and weakness					
23	My boss supports me to use my strength when I need it					
24	My boss gives a bright outlook on the future					
25	My boss opened discusses with me about the job					
26	My boss showed me how he organizes his/her work			Development support		
27	My boss tells me his/her work plan					
28	My boss shows me how he/she organizes his work					

No	Questionnaire Statements	Constructs	Indicators	Loading Factor	CR	AVE
29	My boss shows me how I can improve the way I work			0.597		
30	My boss guides me to do my job in an effective way			0.549		
31	My boss told me about his own way of organizing his work			0.522		
32	This job takes up a lot of my time	Work	Time load	0.645	0.761	0.449
33	This job makes me mentally exhausted	Overload	Mental load	0.547		
34	This job frustrating me			0.465		
35	This job makes me physically exhausted		Physic load	0.662		
36	I can understand the language that used in company	Organizational Culture	Artefact	0.818	0.966	0.707
37	I can follow the company rules			0.746		
38	The people in the company had good manners			0.686		
39	The company provides information that can be accessed by all employees		Core culture	0.685		
40	All employees work as part of a team			0.773		
41	The company develops new products and services continuously			0.814		
42	The company follows business environment agility change to support the development			0.838		
43	The company practices what it preaches			0.739		
44	The company has a clear and meaningful mission for my work			0.714		
45	Every individual or team has goals that are relevant to the company's vision and mission			0.724		
46	The company respects the racial differences of each employee			0.775		
47	The company is able to utilize the unique abilities of each employee			0.809		
48	I am satisfied with the income	Job Satisfaction	Pay	0.464	0.88	0.462
49	I am satisfied with the promotion system		Promotion	0.514		
50	I am satisfied with the leadership		Supervision	0.474		
51	I am satisfied with the welfare program		Fringe benefits	0.722		
52	I am satisfied with the incentives program		Contingent rewards	0.469		
53	I am satisfied with the operational procedures		Operating procedures	0.525		
54	I like my coworkers		Coworkers	0.489		
55	I am satisfied with the work environment		Nature of work	0.824		
56	I am satisfied with the company communication		Communication	0.766		

Source: Research results, 2023

After SEM assumption test, the next step was the validity and reliability test. Validity is concerned with how well the measures define the concept, whereas reliability relates to the consistency of the measures. Based on Table 2, shows that all factor-loading research indicators have a value > 0.4. This indicates that all variable indicators represent research constructs. Each variable's average variance extracted (AVE) value must be above 0.4 and the composite reliability (CR) coefficient value of each indicator must be above 0.70 for reliability testing. All AVE scores

on these research variables are above 0.4 (Table 2) and the composite reliability coefficient values of each indicator of this research are all above 0.70. Testing the feasibility of the research model is done by looking at the goodness of fit value in Table 3. Based on the result, the RMSEA value meets the criteria, it can be said that the research model is suitable for use in further analysis.

Table 3. Goodness of Fit (GoF) SEM-AMOS Model

Goodness of Fit Index	Analysis Result	Cut-off Value	Model Evaluation
CMIN/DF	4.198	< 2.000	Marginal
Chi-Square	6212.464	Expected to be small	Marginal
GFI	0.727	> 0.9	Marginal
AGFI	0.705	> 0.9	Marginal
TLI	0.732	> 90	Marginal
CFI	0.732	> 95	Marginal
RMSEA	0.073	< 0.08	Fit

Source: Research results, 2023

Hypothesis Testing

Hypothesis testing is carried out to analyze the relationship between latent variables in the research model (Hair et al., 2019). In Structural Equation Modelling, hypothesis testing uses path analysis with the help of AMOS 24 software. Hypothesis testing indicators with path analysis are carried out by looking at the output results of the critical ratio or t-value and p-value. If the p-value is below 0.05 then the hypothesis is accepted, and to see the influence relationship between variables, it is shown at the positive or negative value of the critical ratio or (t-value) (Hair et al., 2019).

Table 4. Hypothesis Testing

Influence Relationship	CR.	Probability	Decision
Quiet Quitting ← Job Satisfaction	-2.219	0.026*	H1 Accepted
Job Satisfaction ← Empowering Leadership	4.554	0.000***	H2 Accepted
Job Satisfaction ← Work Overload	-3.318	0.000***	H3 Accepted
Job Satisfaction ← Organizational Culture	5.468	0.000***	H4 Accepted

Source: Research results, 2023

Note. *p<0.05; **p<0.01; ***p<0.000

Discussion

These findings have important implications for understanding the challenges of retaining younger generation employees. The results found that there is a negative effect of employee job satisfaction on the quiet quitting behavior of millennials and Z generations. This shows that the higher the level of employee satisfaction, the lower the quiet quitting behavior. Meanwhile, millennial and Z generation employees who are dissatisfied with their jobs tend to feel less motivated and connected to the organization resulting in decreased engagement, low productivity, and gradually reduced participation in organizational tasks and initiatives (Waltz et al., 2020; Zenger & Folkman, 2022). Research has also shown that the job satisfaction preferences of millennials and Z generations may differ from those of previous generations (AbouAssi et al., 2021; Hays, 2014; Pasko et al., 2021). Millennials and Z generations tend to seek more instant gratification and pursue work that matches their personal values and interests, if the organization does not meet their expectations, employees of these two generations are more likely to experience quiet quitting behavior (Stahl, 2023; Tapper, 2022). This research highlights the importance of wise management in understanding and meeting the needs and expectations of millennials and Z generations. Endeavor to increase job satisfaction through fostering positive relationships, career development, recognition, and rewards can help reduce the risk of quiet quitting in younger generations.

The results of the study found that empowering leadership has a positive effect on job satisfaction of millennial and Z generation employees. Leaders who practise empowering leadership focus on developing employees' potential and providing the support needed for their

success (Cai et al., 2018; Wang & Yang, 2021). Empowering leadership provides space for millennial and Z generation employees to take initiative and responsibility for their work (Alif & Nastiti, 2022; Diz, 2021). Employees of both generations tend to feel more satisfied when they have more control over their tasks and responsibilities (Dutta & Mishra, 2021; Taibah & Ho, 2023). Empowering leadership provides opportunities for employees to grow and improve their skills (Benítez-Márquez et al., 2021; Taibah & Ho, 2023). Millennials and generation Z highly value opportunities to learn and grow in their work (Schroth, 2019). Leaders who implement empowering leadership tend to communicate openly with employees (Kim & Beehr, 2023). This helps to create an environment where employees feel heard and supported (Amundsen & Martinsen, 2015). For millennials and Z generations, the importance of support and good communication with superiors cannot be overlooked (Pichler et al., 2021; Racolța-Paina & Irini, 2021; Schroth, 2019; Xueyun et al., 2023). The positive influence of empowering leadership on millennial and Z generation employees' job satisfaction ultimately impacts their overall level of satisfaction with their jobs. This leadership style provides opportunities for employees to take initiative, develop, and feel supported, all of which contribute to higher levels of job satisfaction.

The results showed that work overload negatively affects job satisfaction of millennials and Z generation. This suggests that high work overloads, both in terms of the number of tasks and time pressure, can lead to low levels of job satisfaction in millennial and Z generation employees. Work overload can trigger burnout or severe job fatigue, which in turn can reduce job satisfaction (Inegbedion et al., 2020; Salsabilla et al., 2022; Tentama et al., 2019). Millennials and generation Z value the importance of a work-life balance (Waworuntu et al., 2022). High work overloads demands can hinder their ability to achieve such balance, which can negatively impact job satisfaction (Hasebrook et al., 2023; Inegbedion et al., 2020). This research also highlights the importance of contextual factors in linking work overload to job satisfaction. For example, an unsupportive work environment, lack of control over work overload, and persistent demands can exacerbate the negative impact of work overload on job satisfaction (Batarfi et al., 2023; Jermittiparsert et al., 2021). This research shows the importance of human resource management in managing the work overload of millennial and Z generation employees. Management can adopt practices such as efficient task management, support for work-life balance, and stress management training to reduce the negative impact of work overload on job satisfaction. Research in the last five years shows that high work overload negatively affects job satisfaction of millennial and Z generation employees.

The results found that organizational culture has a positive effect on employee job satisfaction. This study aims to discuss recent research results that show the positive influence of organizational culture on millennial and Z generation employee job satisfaction and its implications in the context of human resource management. An organizational culture that rewards and appreciates employee contributions tends to increase millennial and Z generation job satisfaction (Nabahani & Riyanto, 2020). They seek recognition for their efforts and are satisfied when they feel valued by the organization (Mahapatra et al., 2022; Mitchell, 2019). Millennials and Z generations often have different values than previous generations. An organizational culture that aligns with their values, such as those of inclusion, diversity, and sustainability, can increase job satisfaction (Arslan et al., 2022; Nguyen Ngoc et al., 2022; Priporas et al., 2017). An organizational culture that encourages support, collaboration and teamwork can increase millennial and Z generation job satisfaction (Bencsik et al., 2016; Ghura et al., 2023; Sessoms-Penny et al., 2023). They tend to feel satisfied when they feel supported in achieving their goals and have the opportunity to collaborate with coworkers (Myers & Sadaghiani, 2010). Human resource management should understand the importance of an organizational culture that supports millennial and Z generation job satisfaction.

Implication and Conclusion

Research on the influence of empowering leadership, organizational culture, and work overload on job satisfaction and its impact on quiet quitting behavior provides an important contribution to the development of modern leadership theory and organizational culture. Overall, this research

provides a basis for the development of an integrative model that combines leadership, organizational culture, and work overload factors to understand the dynamics of job satisfaction and employee behavior, including quiet quitting, leading to a holistic approach in managing human resources in organizations. This research explores the factors that influence millennial and Z generations employees' job satisfaction and its impact on quiet quitting behavior.

These research findings suggest key factor role in shaping the work experiences and behaviors of young employees in the organizations. First, empowering leadership has been shown to have a strong positive influence on millennial and Z generations employees' job satisfaction. This leadership approach gives them autonomy, responsibility, and opportunities to participate in decision-making. This encourages employees to feel more engaged, have a sense of ownership over their work, and ultimately increases job satisfaction. On the other hand, high work overload has a negative impact on millennial and Z generation job satisfaction. Task overload, lack of work-life balance, and the constant impact of technology can affect the quality of their work experience. This leads to decreased job satisfaction and even increases the risk of quiet quitting behavior among young employees. Furthermore, positive organizational culture is an important factor in increasing millennial and Z generation job satisfaction.

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