

## The Impact of Job Satisfaction on Quiet Quitting with Organizational Justice as a Mediator among Generation Z Employees

Carolina Margaretha, Hana Panggabean

Master of Professional Psychology Study Program, Faculty of Psychology, Universitas Katolik Indonesia Atma Jaya, Jakarta, Indonesia

**Abstract.** Following the COVID-19 pandemic, the phenomenon of quiet quitting is gaining global attention which is characterized by an increased prevalence of employee engagement in quiet quitting behaviors. Quiet quitting is an intentional act by employees to only fulfill the basic duties of job without making any extra effort to exceed expectations. Previous studies have shown that quiet quitting is related to job satisfaction, which is a positive feeling from the evaluation of the characteristics of a particular job, as well as organizational justice, referring to employee perception of fairness in organization. Therefore, this study aims to examine the effect of job satisfaction on quiet quitting behavior among Generation Z employees, with organizational justice as a mediating variable. The analysis was conducted on 182 Generation Z employees selected through convenience sampling. Data were collected online using Minnesota Satisfaction Questionnaire (MSQ), Quiet Quitting Scale (QQS), and Organizational Justice Scale (OJS). The data were further analyzed using the path analysis method through JASP software. The results showed that job satisfaction had an effect on quiet quitting with the mediation of organizational justice. In the absence of organizational justice, job satisfaction could not significantly affect quiet quitting. This study asserted that organizational justice played an important role in mediating the influence of job satisfaction on quiet quitting. The results could be implemented into educational programs about quiet quitting and organizational justice to minimize the potential for quiet quitting among Generation Z employees.

**Keywords:** Generation Z employee, job satisfaction, organizational justice, quiet quitting

## Pengaruh Kepuasan Kerja terhadap *Quiet Quitting* dengan Keadilan Organisasional sebagai Mediator pada Karyawan Generasi Z

**Abstrak.** Pasca pandemi COVID-19, fenomena *quiet quitting* menjadi sorotan global yang ditandai dengan tingginya keterlibatan karyawan dalam perilaku *quiet quitting*. *Quiet quitting* merupakan suatu tindakan yang secara sengaja dilakukan oleh karyawan untuk hanya melakukan kewajiban dasar dari pekerjaannya tanpa adanya upaya untuk memberikan kinerja lebih dari yang diharapkan. Studi sebelumnya menemukan bahwa *quiet quitting* berkaitan dengan kepuasan kerja yaitu perasaan positif dari hasil evaluasi karakteristik suatu pekerjaan tertentu, serta keadilan organisasional yaitu persepsi karyawan terhadap keadilan dalam organisasi. Penelitian ini bertujuan untuk mengkaji pengaruh kepuasan kerja terhadap perilaku *quiet quitting* pada karyawan Generasi Z, dengan keadilan organisasional sebagai variabel mediasi. Penelitian dilakukan pada 182 karyawan Generasi Z yang diambil berdasarkan *convenience sampling*. Pengambilan data dilakukan secara daring dengan menyebarkan kuesioner Minnesota Satisfaction Questionnaire, Quiet Quitting Scale, dan Organizational Justice Scale. Data dianalisis dengan metode *path analysis* menggunakan JASP. Hasil dari penelitian ini menunjukkan kepuasan kerja berpengaruh terhadap *quiet quitting* dengan mediasi keadilan organisasional. Tanpa peran keadilan organisasional, kepuasan kerja tidak berpengaruh terhadap *quiet quitting*. Dapat disimpulkan bahwa keadilan organisasional memegang peranan penting dalam memediasi pengaruh kepuasan kerja terhadap *quiet quitting*. Hasil temuan dari penelitian ini dapat diimplementasikan ke dalam program edukasi tentang *quiet quitting* dan keadilan organisasional untuk meminimalisir potensi terjadinya *quiet quitting* pada karyawan Generasi Z.

**Kata Kunci:** karyawan Generasi Z, kepuasan kerja, *organizational justice*, *quiet quitting*

**Correspondence:** Carolina Margaretha. Email: carolina.margaretha@hotmail.co.uk

The Great Resignation phenomenon which is characterized by high rates of employee resignations globally following the COVID-19 pandemic transforms the global workplace (Hamouche et al., 2023). These changes include shifts in individual priorities, a desire for a better work-life balance, and a drive to improve work quality (Hidayat & Ihsan, 2024). Data outlines the scale of the phenomenon, with millions of employees leaving jobs across multiple countries (Zagorsky, 2022). For example, a survey in Indonesia showed that 84% of employees planned to resign from jobs (Karnadi, 2022). For employees who are unable to resign due to economic or other reasons, the phenomenon of quiet quitting has evolved as a medium to balance personal and work lives (Scheyett, 2022; Taufik et al., 2024).

Quiet quitting is employee behavior of simply fulfilling basic job obligations without striving to exceed expectations (Hamouche et al., 2023). Although this phenomenon existed pre-pandemic, quiet quitting behavior increased dramatically after the COVID-19 (Atalay & Dağıstan, 2024; Hamouche et al., 2023). A global study showed that only 23% of employees were actively engaged in the work, 59% experienced quiet quitting, and another 18% engaged in actions detrimental to organization (Gallup, 2023).

In Indonesia, studies on quiet quitting remain limited with the few available analyses only identifying triggers, such as disrupted

work-life balance, low job satisfaction, excessive workload, and inappropriate compensation (Pratiwi et al., 2023; Taufik et al., 2024). A mismatch between job demands and rewards is a key driver of this behavior (Atalay & Dağıstan, 2024; Serenko, 2024). The perception of unfairness is related to organizational justice theory, explaining that employee perceptions of fairness in the workplace influence the behavior (Greenberg & Colquitt, 2005). Employees who perceive fair treatment tend to respond positively, while unfairness can trigger demotivation and decreased performance (Robbins & Judge, 2017).

Organizational justice refers to employee perceptions of fairness in organization (Colquitt et al., 2001; Greenberg & Colquitt, 2005). There are four main dimensions of organizational justice, including distributive, procedural, interactional, and interpersonal justice (Colquitt et al., 2001). These dimensions comprise aspects of fairness in reward allocation, decision-making processes, information transparency, and management's treatment of employees. Several studies have shown that organizational justice has a significant relationship with employee job satisfaction (Hasmarini & Yuniawan, 2008; Vanyantari & Kusmiyanti, 2023; Wahby et al., 2022).

Job satisfaction is a positive feeling toward one's job that is influenced by factors such as the work environment, self-confidence,

wages, and corporate social responsibility (Judge et al., 2001; Robbins & Judge, 2017). Several publications have shown that perceived organizational justice contributes significantly to increased job satisfaction. The study by Taufik et al. (2024) found that job satisfaction was negatively related to quiet quitting, showing higher job satisfaction in relation to lower employee tendency to quit quietly. Conversely, perceived injustice can decrease job satisfaction and motivate employees to reduce participation in work (Al-Zu'bi, 2010).

Social exchange theory provides a useful framework for understanding the causes of quiet quitting. According to this theory, individuals engage in social relationships whether with other individuals, groups, or organisations based on the expectation of mutual benefit. These relationships are maintained by shared motivations and reciprocal exchanges (Atalay & Dağıstan, 2024). In the context of employer-employee relations, organizations that prioritize employee well-being foster positive and mutually beneficial relationships, characterized by increased productivity and positive employee attitudes (Atalay & Dağıstan, 2024).

In relation to Generation Z employees, well-being, work-life balance, and a supportive work environment are crucial factors (Nieżurawska et al., 2023). As a new generation entering the workforce during the pandemic, Generation Z has been significantly impacted

by high layoff rates, heavy workloads, and inadequate compensation (Goh & Baum, 2021; Serenko, 2024). The rapidly evolving digital transformation also creates uncertainty and excessive stress for employee mental well-being and can negatively impact organizational performance (Kim & Sohn, 2024). Consequently, the phenomenon of quiet quitting is common among this Generation (Formica & Sfodera, 2022; Hamouche et al., 2023; Harter, 2022; Liu-Lastres et al., 2024)

Based on the explanation, job satisfaction is not sufficient to explain quiet quitting behavior. Even when satisfied with jobs, employees can still withdraw psychologically and only perform the bare minimum when organization is unfair. The positive influence of job satisfaction on work engagement will be stronger with positive perceptions of organizational justice, reducing the risk of quiet quitting. Furthermore, no studies have been found that specifically explain how organizational justice mediates the influence of job satisfaction on quiet quitting. This gap justifies a study on the influence of job satisfaction on quiet quitting behavior in Generation Z employees, with organizational justice as a mediating variable. Therefore, the formulated hypotheses for this study are as follows:

H1: Job satisfaction influences quiet quitting among Generation Z employees.

H2: Job satisfaction influences organizational justice among Generation Z employees.

H3: Organizational justice influences quiet quitting among Generation Z employees.

H4: Organizational justice mediates the relationship between job satisfaction and quiet quitting among Generation Z employees.

## Method

This study aimed to examine the impact of job satisfaction as an independent variable on quiet quitting as a dependent variable, with organizational justice serving as a mediating variable. A quantitative analysis was adopted, using the path analysis method. The analysis used a convenience sampling method with an initial target of 250 participants aged 23 to 27 years and with a minimum of two years of service. A total of 182 participants provided complete responses, leading to a response rate of 72.8%. Several strategies were implemented to minimize bias in data collection, including distributing an online questionnaire through social media commonly used by Generation Z employees, such as WhatsApp and Instagram. Additionally, the demographic distribution of participants was monitored periodically, and data that did not meet the target participant criteria were filtered out. This study used three measurement tools that had undergone a trial procedure, namely (1) Minnesota Satisfaction Questionnaire (MSQ) to measure job satisfaction, (2) Quiet Quitting Scale (QQS) to measure quiet quitting, and (3) Organizational Justice Scale (OJS) to measure organizational justice.

MSQ, adapted from Ginanjar and Riyanti (2015) consisted of 20 items with a five-point Likert scale (scale 1 = “very dissatisfied” – scale 5 = “very satisfied”). The validity of the corrected item-total correlation ranged from .470 to .756, with Cronbach’s alpha of .937. An example of this instrument item was “I am satisfied with my opportunity for promotion.”

QQS, developed by Galanis et al. (2023), consisted of nine items. Responses to items 1, 2, 3, 5, 6, 8, and 9 were on a scale of 1 to 5 (scale 1 = “strongly disagree” – scale 5 = “strongly agree”), while responses to items 4 and 7 were on a scale of 1 to 5 (scale 1 = “never” – scale 5 = “always”). The measurement tool was translated into Indonesian through a back-translation process by a translator with a bachelor’s degree in Psychology and another with a Master of Counseling education in Australia. The validity value of the item-total correlation was in the range of .361 – .757, and Cronbach’s alpha was .846. An example of an item on this instrument was “I do my work as is without putting in extra effort”

OJS was an adaptation by Yoseanto (2024) based on the original measurement tool developed by Colquitt et al. (2001). The instrument consisted of 18 items with a five-point Likert scale (scale 1 = not at all - scale 5 = for almost everything). The corrected item-total correlation was in the range of .448 - .831, and Cronbach’s alpha was .945. An example of this instrument item was “Are your views/opinions considered/used in the preparation of

work procedures in your work unit?" The questionnaire, distributed through Google Forms, consisted of five sections. These included participant biodata and consent, QQS, OJS, MSQ, and a closing section. To ensure a strong regression model, assumption tests were conducted, including tests for normality, multicollinearity, autocorrelation, and

heteroscedasticity. Hypothesis testing was carried out using path analysis, and data analysis was performed through JASP version 0.19.1.0.

## Results

The distribution of the number of participants based on demographic factors is presented in Table 1.

**Table 1**

*Demographic Overview of Participants*

Demographics	<i>n</i>	%
Gender		
Male	99	54.40
Female	83	45.60
Age		
23 years	30	16.48
24 years	46	25.27
25 years	39	21.43
26 years	40	21.98
27 years	27	14.84
Marital Status		
Unmarried	133	73.08
Married	49	26.92
Education		
High School/Vocational High School	69	37.91
Diploma 3	13	7.14
Bachelor's Degree	98	53.85
Master's Degree	2	1.10
Work Period		
2 years	28	15.38
2-3 years	57	31.32
3-4 years	36	19.78
> 4 years	61	33.52

Participants were predominantly male (54.40%), unmarried (73.08%), and held a bachelor's degree (53.85%). The distribution of participants' age ( $M = 24.94$ ;  $SD = 1.31$ ) and length of service was relatively even. Based on the data obtained, descriptive variable analysis

and participant score classification were conducted, and the results were further divided into three groups through the theoretical means and standard deviations. The results of the descriptive analysis and score classification were presented in Tables 2 and 3.

**Table 2***Descriptive Analysis of Variables*

Variables	Empirical Value				Theoretical Value			
	Score		<i>M</i>	SD	Score		<i>M</i>	SD
	Min	Max			Min	Max		
Job Satisfaction	20	100	76.8	11.1	20	100	60	13
Quiet Quitting	9	45	18.1	5.2	9	45	27	6
Organizational Justice	18	90	72.7	8.4	18	90	54	12

Note: *N* = 182. *M* = Mean. *SD* = Standard Deviation

**Table 3***Distribution of Variable Scores*

Category	Job Satisfaction		Quiet Quitting		Organizational Justice	
	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%
High	115	63.19	0	.00	137	75.27
Moderate	67	36.81	51	28.02	45	24.73
Low	0	0.00	131	71.98	0	.00

Based on descriptive analysis of each variable, the results showed that the majority of participants' scores on job satisfaction variable were in the high category (63.19%). In relation

to organizational justice variable, the majority of scores were also in the high category (75.27%). Meanwhile, more scores were in the low category (71.98%) for quiet quitting variable.

**Table 4***Correlation between Variables*

Variables	1	2	3
1. Quiet Quitting	-		
2. Organizational Justice	-.283***	-	
3. Job Satisfaction	-.160*	.282***	-

Note. \* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$

The results of the correlation test showed that organizational justice was negatively related to quiet quitting significantly ( $r = -.283, p < .001$ ). This implied that higher organizational justice led to lower quiet quitting behavior. A similar negative relationship was found between job satis

faction and quiet quitting ( $r = -.160, p = .031$ ). Meanwhile, there was a significant positive relationship between organizational justice and job satisfaction ( $r = .282, p < .001$ ), indicating that an increase in organizational justice was followed by a rise in job satisfaction.

The results of the normality test for the variables of job satisfaction, quiet quitting, and organizational justice showed a  $p$ -value  $> .05$ , indicating that the data were normally distributed. The multicollinearity test further suggested a tolerance value of .921 and a VIF value of 1.086, indicating that there was no multicollinearity. Additionally, the autocorrelation test showed a  $d$ -value = 2.057,

suggesting that there was no autocorrelation. The results of the heteroscedasticity test did not indicate any particular pattern, suggesting that there was no heteroscedasticity problem. Based on the assumption test, this study asserted that the data obtained met the requirements for parametric testing. To test the hypothesis, the path analysis method was used with the results as shown in Table 5.

**Table 5**

*Path Analysis Results*

	<i>B</i>	<i>SE</i>	<i>z</i>	<i>p</i>	95% CI	
					LL	UL
$X \rightarrow Y$	-.041	.034	-1.185	.236	-.108	.027
$X \rightarrow M$	.212	.054	3.958	<.001*	.107	.317
$M \rightarrow Y$	-.160	.046	-3.506	<.001*	-.249	-.071
$X+M \rightarrow Y$	-.034	.013	-2.625	.009*	-.059	-.009

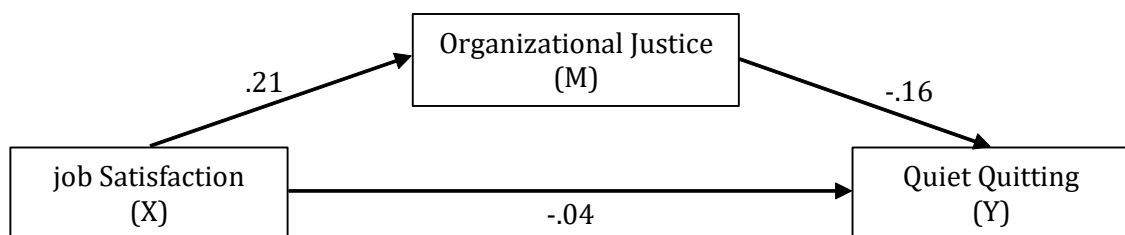
*Note.* X = job satisfaction, Y = quiet quitting, M = organizational justice.  
CI = Confidence Interval, LL = Lower Limit, UL = Upper Limit.

The analysis showed that job satisfaction had no direct impact on quiet quitting ( $p = .236$ ;  $p > .05$ ). Furthermore, it was found that job satisfaction had a significant impact on organizational justice ( $p < .001$ ;  $p < .05$ ), and organizational justice also possessed a substantial effect on quiet quitting

( $p < .001$ ;  $p < .05$ ). This study also found that the impact of job satisfaction on quiet quitting became significant when mediated by organizational justice ( $p = .009$ ;  $p < .05$ ), indicating a significant mediation impact. The results from Table 5 could be visualized in Figure 1.

**Figure 1**

*Path Analysis Model*





## Discussion

This study aims to examine the impact of job satisfaction on quiet quitting among Generation Z employees, mediated by organizational justice. The results showed that job satisfaction significantly influenced quiet behavior when mediated by organizational justice. The analysis supports previous studies explaining that organizational justice can increase job satisfaction, affecting employee performance (Al-Zu'bi, 2010; Clay-Warner et al., 2005; Colquitt et al., 2001). Therefore, organizational justice can be used as a source to strengthen employee job satisfaction (Al-Zu'bi, 2010). When employees feel satisfied with jobs, there will be a tendency to work effectively and deliver high performance (Robbins & Judge, 2017). Conversely, employees who are dissatisfied will exhibit behaviors that are detrimental to organization, such as a decrease in work effort.

Based on the perspective of social exchange theory, negative employee responses to perceived injustice and dissatisfaction with organization are outcomes of a detrimental relationship between the employees (Atalay & Dağıstan, 2024). Consistent with a study by Sitorus and Rachmawati (2024), organizations that meet employee psychological needs can strengthen loyalty and improve performance. However, inequalities in this reciprocal relationship can lead to dissatisfaction and motivate quiet quitting. Generation Z employees have high expectations of work, such as

fairness, equality in work, and opportunities to contribute. Therefore, fair and consistent organizations that meet the needs of employees can increase job satisfaction among Generation Z employees, as evidenced by a decrease in quiet quitting behavior.

The results have theoretical implications for the model of job satisfaction and employee withdrawal, which has been assumed to have a linear relationship. As found in a study by Alam and Asim (2019), employee satisfaction with organizational policies, supervision, rewards, clarity of tasks and responsibilities, as well as career development, can reduce turnover intentions. The study showed that job satisfaction levels were explicitly associated with, or had a direct impact on, turnover intentions.

In contrast, this study demonstrates that job satisfaction is insufficient to explain latent forms of employee withdrawal, such as quiet quitting. Quiet quitting refers to a situation where employees remain formally with organization but psychologically withdraw from work commitments and perform only minimal tasks (Prentice et al., 2025). The results showed that a sense of organizational justice played a crucial role in mediating the variables of job satisfaction and quiet quitting. Job satisfaction does not have a significant influence on this withdrawal behavior without the role of organizational justice, indicating that the relationship between job satisfaction and quiet quitting is indirect and highly



dependent on the perceptions. This study enriches the existing literature by showing that job satisfaction does not have a direct impact on quiet quitting, but rather depends on the perception of organizational justice felt by employees, specifically Generation Z. The focus of the analysis on the generation also provides a new understanding of the phenomenon of quiet quitting, considering its unique characteristics compared to previous generations.

The results are used as a basis for companies to improve organizational justice to minimize the potential for quiet quitting among Generation Z employees. Certain concrete efforts that organizations can make to improve employee perceptions of organizational justice include developing fair and transparent evaluation as well as reward systems and procedures such as transparent and fair performance appraisal and compensation systems. Additionally, organizations should provide easily accessible and responsive communication channels for employee feedback, as well as open employee insights and skills in assessing organizational justice including training.

There are several limitations to this study. First, the analysis used a convenience sampling method, which limited the generalizability of the results to the population. Second, job satisfaction measurement tool was general and not specific to Generation Z, which led to the inclusion of irrelevant items or dimensions.

This possibly underlies the result of the insignificant direct impact of job satisfaction on quiet quitting. A third limitation was that participants in this study were not from the same organization, profession, or industry. When participants were drawn from the same organization, profession, or industry, a more in-depth study of organizational system or culture as a more specific phenomenon or cause of quiet quitting could be conducted. Another limitation relates to the online data collection using Google Forms and the combination of questionnaires into a single form, which can potentially introduce bias.

## Conclusions

In conclusion, this study aimed to determine the impact of job satisfaction on quiet quitting, mediated by organizational justice, among Generation Z employees. The results indicated that job satisfaction had a significant impact on quiet quitting only when mediated by organizational justice. The result confirmed that, without the role of organizational justice, job satisfaction was insufficient to explain the tendency toward quiet quitting among Generation Z employees. This study could serve as a reference for organizations to enhance organizational justice by implementing fair and transparent evaluation systems, equitable compensation, employee development initiatives, and effective communication, thereby reducing the incidence of quiet quitting.

## Suggestion

Future studies could consider adopting job satisfaction measurement tools that were specifically customized to the context of Generation Z employees. Subsequent study is motivated to focus on a particular organization or industry, as job satisfaction, organizational justice, and quiet quitting are closely connected to internal policies, work culture and climate, as well as interpersonal relationships in organization. This focus could allow for more standardized insights into the influence of organizational context. In data collection, future studies could use online and offline data collection methods to enhance data validity. It is also advisable to collect data for each variable separately or to randomise the order of questionnaire items to minimise response bias. Furthermore, the position or type of work should be considered as a key participant characteristic, as responsibilities, job demands, and pressures vary across different roles. To obtain sharper data on quiet quitting among Generation Z employees, future studies were recommended to use a cross-sectional model including participants across generations. This would provide a comparative perspective and help isolate generational effects on quiet quitting phenomenon.

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