

The Tendency of Quiet Quitting Workers in Terms of Engagement and Well-Being at Work

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Article History:

Received
2023-10-04

Revised
2023-11-06

Accepted
2023-11-07

Published
2023-12-08

Abstract. This study aims to look at the phenomenon of quite quitting that exists in workers after returning to work activities in the office. This phenomenon is viewed from the engagement and well being of workers in the workplace. Quite quitting itself is a phenomenon that describes the behavior of workers who choose to quit doing work that is not their main job at work, and become less psychologically invested in work. The approach in this study uses quantitative research methods. There were 377 research subjects spread across 21 provinces in Indonesia. The results of this study indicate that employee engagement and well being owned by workers are high. This study illustrates that workers are able to psychologically invest both cognitive, emotional and behavioral in the work they do. Even workers feel psychologically prosperous in carrying out work. Based on these results, it appears that the workers in this study show committed behavior in carrying out their jobs.

Keywords: Engagement, Quiet Quitting, Well Being, Worker



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Introduction

Working by the primary tasks assigned is the expectation of each employee. This is because workers can balance personal and work life. Many workers are currently raising the issue of work-life balance. Employees entered the office as usual after the pandemic, and life returned to normal. After staying home, many must be done again, working on a WFH (Work From Home) basis.

Some articles suggest the phenomenon of "quit quitting" that occurs after the new normal. The job requires much hard work, choosing to focus on the main job chosen without involving yourself more deeply in the organization. This term increases the risk of employees choosing to do a job other than their primary job. Workers become less psychologically invested in work. Students continue to carry out their responsibilities but still work for more significant interests in organizational activities, such as development, arriving early, or carrying out activities that are not mandatory (Anthony & Clark, 2022).

The term "Quiet quitting" was first proposed by Mark Boldger to increase the minimum commitment of employees to their jobs (Buscaglia, 2022). The Wall Street Journal reports that 50% of employees have voted to favor their commitment to work (Smith, 2022). What are you waiting for (2022) Gallup.com defines "Quiet quitting" as an "unattached employee," whereby the official carries out the work as informally as possible and does not engage psychologically with it.

Quiet people are reluctant to be asked to perform with maximum performance; they feel treated as individuals not appreciated by their superiors, so they refuse to give high dedication (Smith, 2022). Workers who feel unappreciated exhibit low commitment behavior (Meyer, 2014). Research from Gallup shows that the cause of declining commitment from workers lies in the failure of managers and supervisors to perform the primary responsibilities of leaders, namely to engage, empower, and inspire the workers under them (Clifton & Harter, 2019).

The decline in engagement and job satisfaction occurred in Generation Z and millennials. The percentage of worker engagement under the age of 35 decreased by 6% from 2019 to 2022; at the same time, there was an increase in worker disengagement by 6 points (Harter, 2022). According to Thalmus & Cam (2023), the reasons for quitting are a lack of commitment to career development, the failure to value employees, increasing employee disconnection, the importance of employee autonomy, and a decline in organizational trust. Workers' lack of confidence that the organization can develop them makes them break away from the organization or company (Hom et al., 2019). This is a disadvantage for the organization if the worker is top or potential.

Shuck Wollard (2010) states that engagement can be explained as a unity of positive psychology that is active and integrated with work that can be operated with intensity and direction of energy cognitively, emotionally, and behaviorally. The relationships he developed in various concepts to improve the activity, responsibility, and performance psychology of employees who change on performance and individual performance are also anticipatory in work (Kim et al., 2019). The Crabtree survey (2013) results illustrate that in Indonesia, 8% of employees are classified as engaged, 77% as not engaged, and 15% as actively disengaged (Mayanastasia & Widjaja, 2017). Employee involvement appears in the performance of employees and organizations (Anitha, 2014; Demerouti & Cropanzano, 2010; Pratiwi et al., 2021).

Quiet quitting, in addition to avoiding judgment to maintain the balance of life you have, is also to maintain justice in stressful situations of judgment (Espada, 2022). According to Anitha (2014), one factor influencing employee engagement is employee well-being. Previous studies have suggested that healthy and happy employees improve business performance and

productivity (Huang et al., 2016). In addition, it was also stated that employee welfare is related to employee positive commitment (pan et al., 2018; Semedo et al., 2019).

Well-being in Kundi et al. (2021) is a broad concept that refers to the valuable experience of individuals where they become more effective in work and other activities. Another definition describes well-being as a subjective term that describes a person's state of happiness, fulfillment of desires, satisfaction, ability, and completion of tasks owned (Diener (Eid & Larsen, 2008). The above definitions describe the expectations for each employee in carrying out their work life.

Several studies have shown a link between employee engagement and employee well-being. Shuck Reio (2014) describes the relationship between employee engagement and well-being, where the higher the worker's engagement, the higher the psychological well-being of the worker. Psychological and workplace well-being have been proven to influence employee engagement and can significantly predict employee engagement (Kurniadewi, 2016).

According to Page & Vella-Brodrick (2009), the model for improving job satisfaction can be attributed to subjective well-being measures in developing employee well-being. In this model, employee well-being comes from subjective well-being, well-being at work, and psychological well-being. Based on this, Zeng et al. (2015) developed the concept of employee welfare, which consists of three dimensions, namely Welfare, Welfare at work, and psychological welfare to improve employee welfare.

There is a phenomenon of quiet quitting; it is necessary to immediately get a response from management to provide appropriate interventions so that the dampness that may occur and harm the organization can be mitigated. The study wanted to look at this phenomenon through the study of employee engagement and well-being. What happened in Indonesia became a similar phenomenon and the picture of the facts. The study of community involvement and welfare by literacy studies carried out previously can increase awareness of the risks posed by quitting. Through the results obtained later, the picture will help the organization to develop itself through various efforts that will provide empowerment and inspiration for workers.

Quiet quitting is considered new after the new normal, but not many studies describe this phenomenon. Previous studies have looked at this phenomenon in the United States, while in Indonesia, there is no. So, this study is expected to provide new data for Indonesia to determine the phenomenon of quiet quitting on workers in Indonesia.

Methods

This study is descriptive. The approach used in this study is quantitative. In this study, researchers used two variables to see the phenomenon of entirely quitting. The two variables are employee engagement and well-being. Data analysis will be used to see the phenomena and facts in a descriptive analysis using the JASP analysis application.

The subjects in this study were workers of a company or government organization in Indonesia. The study's subjects were as many as 377 workers in 21 provinces in Indonesia. Subjects come from companies or organizations that vary with varying lengths of Service. The study's subjects were determined using a purposive sampling technique where subjects who become respondents meet the criteria as workers in a company or government organization and are willing to be respondents in this study.

The method of data collection used in the study is a psychological scale with Likert scaling. In this study, two scales were used as research instruments. Measurement of employee engagement in this study is based on the Employee Engagement Scale (EES), which, according to the theory of Shuck et al. (2016), consists of three aspects namely emotional engagement, cognitive engagement, and behavioral engagement. EES has been adapted into the Indonesian language, and researchers have obtained permission to use it. The instrument then used is EES in the Indonesian version adapted by Astari et al. (2022). The EES has 12 items with five categories of answers, ranging from strongly agree to disagree strongly. EES in the Indonesian version has a reliability value of 0.914 and the validity of using CFA of $p=0.201$. The second measure is the well-being of workers using the Employee Well-Being Scale (EWBS). EWBS itself was developed by Zheng et al. (2015) with three dimensions: life, workplace, and psychological well-being. Researchers used the Indonesian version of EWBS, adapted to 18 items by Rahmi et al. (2021). The Indonesian version of EWBS has a reliability value of 0.942 and a validity of $p=0.125$.

Results

This study aims to provide an overview and facts related to the phenomenon of quiet quitting in terms of employee engagement and well-being. The results of this study were analyzed using descriptive analysis to display factual data related to this study. This study examined respondents who are workers in private companies, BUMD, BUMN, and government institutions. The total number of respondents in the study was 377 people spread across 21 provinces in Indonesia. Starting from the western tip of Indonesia Aceh, there is one respondent, Riau 12 respondents, Bangka Belitung 1 respondent, Lampung 5 respondents, West Sumatra 1

respondent, South Sumatra 2 respondents, and North Sumatra 16 respondents. West Java represents Java island with as many as 113 respondents, Jakarta 84 respondents, Central Java 82 respondents, Yogyakarta 8 respondents, and East Java 30 respondents. Bali had three respondents, NTB and NTT had three respondents. Kalimantan island is represented by West Kalimantan 3 respondents, Central Kalimantan 1 respondent, South Kalimantan 2 respondents, and East Kalimantan 4 respondents. The last is the island of Sulawesi, represented by South Sulawesi 4 respondents and Southeast Sulawesi 2 respondents. Most respondents in this study are domiciled in Java, especially West Java. Here are other demographic data from respondents in this study:

Table 1.
 Data respondents by gender and length of Service

Gender	Frecuency	Percent	Length of Service	Frecuency	Percent
Male	181	48.011	0-1 th	55	14.589
Female	196	51.989	1-3 th	113	29.973
			3-5 th	71	18.833
			>5 th	138	36.605
Total	377	100		377	100

Table 2.
 Data Respondents by age and occupation

Age	Frecuency	Percent	Occupation	Frecuency	Percent
17-18	1	0.265	BUMD	8	2.122
18-24	91	24.138	BUMN	11	2.918
25-30	119	31.565	Lecturer / Teacher	15	3.979
31-35	89	23.607	Contract workers	82	21.751
36-40	37	9.814	NON PNS (government)	22	5.836
41-45	30	7.958	PNS	22	5.836
46-50	2	0.531	permanent private	216	57.294
51-55	8	2.122	TNI/POLRI	1	0.265
Total	377	100		377	100

Table 3.
 Data Respondents based on education and employment Level

Education	Frecuency	Percent	Level	Frecuency	Percent
Doctoral	3	0.796	GM	6	1.592
Master	14	3.714	Manager	45	11.936
Bachelor/DIV	198	52.520	Supervisor	44	11.671
Associate's Degree	46	12.202	Staf	234	62.069

Senior school / Vocational High School.	High	112	29.708	Operator	48	12.732
junior school	high	4	1.061			
Total		377	100		377	100

Based on the demographic picture of Tables 1, 2, and 3, it can be seen that the respondents in the study were diverse. Men and women of various ages are vulnerable, whereas female respondents are more dominant in number. Respondents with vulnerable ages 25-30 years as the most productive age became the most numerous. Undergraduate education (S1) and Diploma IV equivalents fill the most with a percentage of 52.52%. Meanwhile, most respondents have worked for more than five years on the length of service criteria. Workers with permanent employee status in private companies were the dominant respondents in this study. Respondents who also contribute a lot are workers at the staff level, as much as 62,069%.

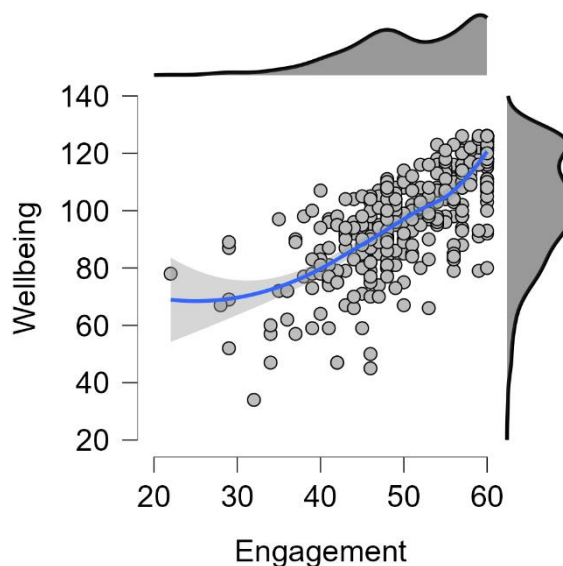
Before the descriptive test, this study also conducted a normality test to see if the existing data distribution has shown a normal distribution. The normality test uses Shapiro Wilk, which shows the p-value <.001, usually distributed data. Here are the descriptive test results of this study:

Tabel 4.
 Descriptive Statistics

	Engagement	Wellbeing
Valid	377	377
Missing	0	0
Mode	60.000	126.000
Median	52.000	103.000
Mean	51.369	101.032
95% CI Mean Upper	52.142	102.948
95% CI Mean Lower	50.595	99.115
Std. Deviation	7.666	18.986
Shapiro-Wilk	0.914	0.950
P-value of Shapiro-Wilk	< .001	< .001
Minimum	22.000	34.000
Maximum	60.000	126.000

Based on the descriptive test that has been done, it can be seen that the mean of employee engagement variables in this study is 51,369, while the mean for employee well-being is 101,032.

When the division into low, medium, and high categories was used, data showed that employee engagement and well-being in this study showed a high category. This means that workers in this study generally have high engagement and well-being. Employee engagement and well-being itself are depicted in scatter plots in the form below:



Picture 1. Scatter Plots Engagement dan Well Being Pekerja

Based on the scatter plots above, the distribution of employee engagement and well-being data that the respondents of this study have. This distribution shows the relationship of the two variables. It is seen in the distribution that the value of engagement is followed by the value of the healthy well-being of workers and vice versa.

Discussion

Harter (2022) creampie Gallup.com defines "Quiet quitting" as a "disengaged employee," where the worker does the minimum possible work and is not psychologically involved with his work. Therefore, the employee engagement scale is measured to see the tendency to quit on workers. Employee engagement is closely related to employee well-being, so the scale of employee well-being is also used in this study. The results showed that quitting behavior was not seen in workers in this study. The high level of engagement and well-being of workers shows this.

Using the employee engagement survey, the research was conducted on 377 respondents of various age levels ranging from 17 to 55. The 25-30 age is the dominant productive age, as respondents said otherwise. The value of engagement and well-being obtained is included in the high category. Even gender, which is neither men nor women, does not describe this phenomenon.

Researchers try to expand the scope with different types of jobs and positions that are currently occupied. The result is that workers from private, state, state-owned, or BUMD companies have good engagement and well-being. The experience of workers with different work periods also has a good value of engagement and well-being.

It was previously described that entirely quitting describes a phenomenon where some behaviors indicate less engagement with the company. The behaviors shown in entirely quitting are minimal effort from the worker at work; the worker is reluctant to give extra effort to the organization where he works. In addition, workers do not show a proactive attitude during team discussions or meetings when carrying out projects or refusing to work overtime. However, the results of this study indicate a different phenomenon. With the value of good engagement and the healthy well-being of employees, it is illustrated that workers can engage and bond with their work cognitively, emotionally, and behaviorally. Workers also feel psychologically prosperous in carrying out their current work.

Kahn first introduced engagement itself with the definition of how the work roles of organizational members are used and expressed physically, emotionally, and cognitively during the process of performing the role (Schroeder & Modaff, 2018). Another definition is given by Schaufeli et al. (2002) about engagement as a positive, satisfying, and work-related state characterized by vigor, dedication, and absorption. Although many equate engagement with commitment and OCB, the engagement itself has a different meaning, namely, how an individual can fully pay attention and enter into the performance of his role. Shuck et al. (2016), based on Kahn and workers' work experience, divided engagement into three dimensions: cognitive engagement, emotional engagement, and behavioral engagement.

Cognitive engagement is defined as the intention of the mental energy that the worker has to be able to concentrate, have full attention, and focus on the work he is doing. Emotional engagement is how employees are willing to invest their emotions toward positive outcomes. In this emotional dimension, the worker will believe in the organization's purpose and feel that the organization is part of him. The third dimension is behavioral engagement: workers who put in extra effort, work harder for the team and organization, and do more than expected (Shuck et al., 2016). The employee engagement scale used shows several items that can show whether this quitting behavior appears. Items such as "I try hard to push myself to be able to work beyond what is expected of me," then there are "I am willing to put in more effort without being asked," and "I often go beyond what is expected of me to help my team be successful." When the respondent

answers inappropriately, these items indicate that the worker may be disengaged from his or her job and organization. However, on the contrary, in this study, respondents are predominantly more appropriate to answer, thus showing a tendency to be engaged in their work and organization.

This study illustrates that workers who are part of this study showed full involvement in the work process. Both cognitively by giving full attention to the work and having confidence in his organization as part of him. In addition, honest workers are willing to work hard and show effort to be more than expected.

Various factors, of course, affect worker engagement, one of which is the length of Service. Research by Madyaratri Izzati (2021) shows that working hours affect worker engagement. In addition, Chandani et al. (2016) analyzed several factors that affect worker engagement, namely how organizations can create systems that make workers learn and develop to optimize their potential. Organizations that provide workers with opportunities for equal treatment. Organizations with standards in values and clear ethical rules also help workers be more engaged. Also, the existing leadership plays a significant enough role for workers to feel and run the existing system. All programs carried out by the organization will impact Satisfaction in working for workers.

Job satisfaction alone has an impact on the psychological well-being of workers. Employee well-being is defined by subjective terms, which describe a person's state of happiness, fulfillment of desires, Satisfaction, ability, and completion of tasks (Diener (in Eid & Larsen, 2008). Life well-being has three dimensions: workplace and psychological well-being (Zeng et al., 2015). The worker needs to feel these three happiness to be judged that the worker feels well-being. This is because the three influence each other in optimizing organizational performance.

This study illustrated the relationship between employee engagement with well being. Where the relationship is positive, see the spread that a high value of well-being follows a high value of engagement. This means that workers who are already engaged with their work and organization will be followed by Satisfaction and happiness and vice versa. Satisfaction and happiness workers feel in working will lead to employee engagement. Several previous studies have also been consistent with this. Shuck Reio (2014) describes the relationship between employee engagement and well-being, where the higher the worker's engagement, the higher the psychological well-being of the worker. Psychological well-being and workplace well-being

influence employee engagement and can significantly predict employee engagement (Kurniadewi (2016).

Worker engagement will be a challenge in the future because many organizations lack resources, so they need to optimize the performance of existing resources. Therefore, management needs to continue to innovate in making employee engagement strategies. Engagement is essential in maintaining the organization's vitality, and having engaged workers is an excellent advantage for the company (Osborne & Hammoud, 2017).

The results in this study differ from the previously described phenomenon. The previously described phenomenon related to quitting was not studied in Indonesia and can produce different results with different conditions. In addition, many factors outside the sampling of research subjects there has been no control related to specific types of work and other factors that could affect the results of the study.

In this study, there are still many things that could be improved, and further researchers can develop for further research, such as selecting more specific research subjects and conducting a more equitable distribution of scale throughout Indonesia with sufficient time. However, based on the results of this study, understanding how workers can be engaged with their work and organization needs more profound study. The research on worker engagement in Indonesia is still current, although not all regions are represented.

Conclusion

Based on the data analysis and discussion above, the phenomenon of entirely quitting is not proven to exist because employee engagement and well-being data show a high category value. This illustrates that workers are engaged and have satisfaction and well-being in carrying out existing work activities. It cannot describe Indonesia fully because the data still needs to be improved. However, this study describes the workers' cognitive, emotional, and behavioral attachment to work and the workplace. Workers also feel satisfaction and happiness in life, the workplace, and psychological well-being in their jobs.

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