



SHIFT OF WORK ETHIC AMONG YOUNG GENERATION AMIDST ECONOMIC PRESSURES AND SOCIAL EXPECTATIONS: A CONCEPTUAL REVIEW OF QUIET QUITTING

Mochamad Irfan

Universitas Mayjen Sungkono Mojokerto

correspondence: irfanmoc@gmail.com

Abstract

This study examines how young workers redefine the meaning of work, work life balance, and organizational loyalty amid economic pressures and social expectations through the quiet quitting phenomenon. Using a qualitative literature review method. This research synthesizes theoretical arguments from management, industrial psychology, and labor sociology. Findings indicate that young workers perceive work as an activity requiring intrinsic satisfaction rather than mere financial obligation. Work life balance is understood as flexible energy management with strict boundaries between professional and personal time. Loyalty shifts from long term organizational tenure to commitment toward shared values, peer relationships, and learning opportunities. Quiet quitting emerges as a rational coping mechanism against exploitation within an inequitable labor system. This theoretical construction offers an alternative framework for human resource management that respects young workers' autonomy without sacrificing organizational productivity.

Keywords: quiet quitting, work ethic, generational shift, organizational loyalty, work life balance

Introduction

The shifting behavior of the young workforce across various nations reveals a compelling pattern that diverges from the expectations of modern organizations. Generations raised with broad access to information and technological convenience tend to view work as an activity that must provide personal satisfaction, rather than merely a source of income. This perspective has significant consequences for how they perform their professional roles. Many young employees choose not to exceed the boundaries of their formal responsibilities, working strictly according to their job descriptions without the additional initiative typically expected by management (Margarida, 2020). This attitude often surprises corporate leaders accustomed to the work ethic of previous generations. Observers have termed this behavior "quiet quitting," representing the shedding of excessive ambition in the workplace. This phenomenon has spread through social media, resonating strongly with workers aged twenty to thirty-five who are exhausted by work cultures that demand perpetual availability. This shift necessitates that leaders adopt ethical leadership and social responsibility in managerial practices to keep organizations aligned with the values of the contemporary workforce (Rojak & Darmawan, 2021).

The term "quiet quitting" is often misinterpreted as a clandestine act of resigning. In reality, it signifies a conscious decision to limit emotional engagement and time commitment to work (Kachhap & Singh, 2024). Individuals who practice quiet quitting still arrive at the office on time and meet their targets; however, they refuse to work overtime without fair compensation and are reluctant to perform tasks outside their job descriptions. This behavior is a form of resistance against excessive corporate expectations. Frequently, quiet quitting arises due to an imbalance between wages and workload. Young workers often feel exploited when asked to assume managerial responsibilities without commensurate pay increases, leading them to draw clear boundaries between their personal lives and work. While this decision carries risks such as potentially hindering career advancement many prioritize peace of mind over job promotions. In this context, the quality of human resources and employee loyalty become the primary determinants of

whether a worker remains committed or chooses to withdraw from the organization (Darmawan et al., 2020).

Millennials and Generation Z have matured in an era of economic uncertainty, witnessing global financial crises, prolonged pandemics, and high inflation (Spohn, 2024). This collective experience has fostered the perception that corporate loyalty no longer guarantees job security. Unlike previous generations who might have remained at a single company for thirty years, the modern workforce realizes that companies can terminate employment at any time without adequate compensation. This condition drives young generations to view work as a short-term transaction: they provide skills and time, and the company provides wages, with little to no deep emotional bond. This transactional view contradicts traditional concepts of organizational loyalty taught in human resources management, making it difficult for companies to build long-term commitment. This is particularly prevalent in the gig economy, where uncertainty, isolation, and the erosion of social safety nets have structurally negative impacts on the mental health of workers (Gardi & Darmawan, 2024).

Economic pressure remains a significant factor that cannot be overlooked. As real wages stagnate in many sectors while the cost of living skyrockets, young workers face a dilemma between pursuing their passions and meeting basic needs (Akash, 2020). When monthly salaries are barely sufficient for rent and food, the motivation to exert extra effort becomes minimal. Promised annual bonuses or promotions often feel like an illusion, and many companies enforce unrealistic target systems. Young workers recognize that greater effort does not always correlate with larger rewards. Economic rationality leads them to allocate their energy proportionally to the compensation received. This attitude is not laziness; rather, it is a mature calculation by individuals who understand the value of their time and effort. Companies that fail to grasp this logic will continue to face friction with the young workforce. Consequently, developing employee performance through relevant work experience, a strong work ethic, and fair compensation is vital in motivating young employees to provide their best performance (Arifin & Putra, 2020).

Social expectations regarding the younger generation have also undergone a significant shift. Formerly, holding a permanent position at a major firm was the hallmark of success; today, that definition has

diversified. Many young workers aspire to entrepreneurship, freelancing, or content creation as their dream professions (Yang, 2024), often viewing routine office jobs as tedious and restrictive to their creativity. While familial pressure to secure stable employment persists, the resistance to such pressure is growing stronger. The younger generation is increasingly bold in pursuing non-conventional paths despite unstable income, valuing autonomy and flexibility above all else. Consequently, companies with rigid rules and fixed working hours struggle to attract top young talent. This shift in values forces organizations to review human resource policies that were once considered standard, signaling that the era of workers willingly sacrificing for the company is slowly coming to an end. Therefore, innovation in human resource management is absolutely essential to increase organizational competitiveness in the era of globalization (Abdullah et al., 2021).

The primary problem emerging from this condition is the discrepancy between traditional management assumptions and the actual workplace behavior of the younger generation. Classical motivation theories, such as Maslow's hierarchy of needs or Herzberg's two-factor theory, were built on the assumption that humans are primarily motivated by job security, recognition, and promotion opportunities. However, today's younger generation demonstrates that job satisfaction is not determined solely by these factors; they prioritize life balance, mental health, and the personal meaning of work (Andrade et al., 2024). A young employee might reject a promotion knowing that new responsibilities would intrude upon family time. This phenomenon indicates that existing theoretical frameworks are insufficient to explain "quiet quitting." A new understanding is required regarding how post-materialistic values influence work ethic. Fundamentally, the personality traits have a significant influence on individual work performance, which cannot be homogenized through rigid management systems (Darmawan, 2017), and situational leadership strategies must be applied to enable managers to effectively improve change management and team performance (Mardikaningsih & Darmawan, 2022).

Another issue lies in the increasingly blurred definition of loyalty. Traditional human resource management views loyalty as a willingness to remain in an organization for the long term and to make sacrifices for the

company's success. Conversely, the younger generation defines loyalty differently; they feel loyal to coworkers, meaningful projects, or corporate visions that align with their personal values. If that alignment vanishes, they leave without guilt (AbouAssi et al., 2019). There is no "debt of gratitude" in a professional working relationship. This perspective often frustrates managers because attempts to build emotional bonds such as family gatherings or outings are no longer sufficient to retain young workers. They seek work environments that respect personal boundaries and do not demand sacrifices beyond the initial agreement. The key to improving employee commitment lies in the integration of sound knowledge management with high-quality work life (Eddine et al., 2023), alongside the distribution of the six main factors that enhance overall organizational effectiveness (Darmawan, 2024).

Companies that fail to adapt will lose their best talent and experience declining productivity. At a macro level, this shift affects a nation's economic competitiveness (Spiller & Schmahmann, 2018). If young workers are reluctant to innovate because they feel unappreciated, long-term economic growth is threatened. The academic world must also provide relevant theoretical frameworks to explain this new reality; human resource management textbooks need to be revised to move beyond obsolete assumptions about loyalty and motivation. Research into "quiet quitting" is not merely an interesting study, but an urgent necessity to bridge the gap between managerial practice and actual workforce behavior. In facing these dynamics, professional integrity and ethical principles remain the essential compass to ensure organizations do not succumb to exploitative practices (Saktiawan et al., 2021).

The objective of this writing is to construct a theoretical understanding regarding the process of redefining work ethic by the younger generation through the phenomenon of quiet quitting. This writing provides a contribution in the form of an alternative conceptual framework for human resource management that aligns with the values of the contemporary younger generation. Practically, the results of this study can serve as a reference for organizations in designing policies that respect the work-life balance of workers without sacrificing company productivity.

Method

This writing employs a qualitative literature study approach. This method was chosen because the research aims to explore the subjective meaning of work and loyalty among the younger generation without conducting direct data collection from participants. Lancaster (2007) explains that a literature study allows researchers to synthesize findings from various written sources to build a coherent theoretical argument. The procedures followed include topic identification, searching for relevant documents, evaluating source credibility, extracting information, and drawing analytical conclusions (Marcelino-Aranda et al., 2024). The sources used are derived from journal articles, textbooks, research reports, and official documents published within the last ten years. This approach provides the flexibility for researchers to track the development of the quiet quitting concept and the shift in work ethic from sociological and psychological perspectives. Dudley (2005) asserts that a systematic literature study can generate new propositions that are equivalent to empirical research in terms of analytical depth.

Data analysis is conducted using a qualitative content analysis method focusing on thematic coding. All collected documents are read repeatedly to identify recurring patterns related to the definition of the meaning of work, strategies for achieving life balance, and forms of organizational loyalty. Scheurich (2014) reminds us that qualitative research must be sensitive to the nuances of language and the constructions of reality contained within the text. The author pays close attention to the terms used by the younger generation in various publications, including documented popular articles and social media. The validity of the findings is strengthened through source triangulation, namely by comparing arguments from different disciplines such as management, industrial psychology, and labor sociology. The author does not claim absolute objectivity. Instead, the author realizes that the interpretation of the text is influenced by the adopted theoretical position. However, intellectual honesty is maintained by presenting textual evidence transparently. This process produces a holistic understanding of how the younger generation negotiates the meaning of work amidst economic and social pressures.

Result and Discussion

The younger generation defines work as an activity that must provide intrinsic satisfaction, rather than merely serving as a survival mechanism. This definition stands in stark contrast to the views of previous generations, which framed employment as a moral obligation. Today's young workers reject the narrative that boundless hard work is the only path to success, questioning the logic behind sacrificing family time and health merely to climb the corporate ladder (Tennakoon, 2019). "Quiet quitting" has emerged as a form of assertion that work is a component of life, not life itself. Individuals can remain productive workers while simultaneously enjoying hobbies, spending time with loved ones, or simply resting without guilt (Chiacchio & Skarabone, 2024). This redefinition functions as a critique of contemporary capitalism, which tends to exploit labor for the benefit of capital owners, as young workers realize that the existing system will not change on its own, prompting them to take individual steps to protect their personal boundaries.

Work-life balance is no longer interpreted merely as an equal time split between work and family. The younger generation views balance as the ability to manage energy according to shifting priorities (Trifan & Pantea, 2024). On certain days, work may demand full attention, while on others, mental health or personal relationships take precedence; thus, flexibility has become the keyword. Young workers desire control over their own schedules, rejecting the requirement to be present in an office from nine to five when tasks can be completed online. While digital technology enables work from anywhere, it ironically blurs the boundaries between work and rest. Consequently, young workers are more disciplined in disabling work notifications after hours, regarding personal time as a sacred space that must remain undisturbed.

Loyalty toward the organization is undergoing a fundamental shift in meaning. The younger generation no longer perceives loyalty as the willingness to remain with a single company for decades. Instead, they are loyal to the values upheld by the company, the quality of their relationships with colleagues, and the opportunities for learning and growth. Should a workplace become toxic or cease to provide space for professional development, young workers will depart without guilt (Ni, 2023). There is no "debt of gratitude" binding them; the working relationship is viewed as

a voluntary agreement between two equal parties where the company pays wages and the worker contributes expertise, free from moral obligations beyond the written contract. This perspective surprises senior managers accustomed to paternalistic cultures where the company is equated to a "family." Young workers reject this analogy—as families cannot fire their members and instead demand clear, transparent professional relationships. Ultimately, the leadership strategies and forms of appreciation provided by the company are decisive factors in determining employee loyalty in the current era (Darmawan, 2025).

Economic pressure remains an unavoidable reality, even as the younger generation seeks deeper meaning in their work. Stagnant wages and soaring living costs force many young workers to accept whatever employment is available (Bryce, 2021). Within these constraints, however, they seek avenues to maintain autonomy. "Quiet quitting" is particularly prevalent among low-wage workers who perceive they are not receiving commensurate rewards. A retail cashier or administrative staff on minimum wage is rarely motivated to perform tasks beyond their defined responsibilities, choosing instead to work according to the job description and finish on time. This behavior is not laziness, but a rational response to an unfair system. Young workers realize that extra effort without compensation serves only to enrich the company owners without improving their own circumstances. The necessity of balancing economic survival with personal well-being is vital, as the performance and dedication of workers are fundamentally influenced by how they perceive the alignment between their contributions and the compensation received (Arifin & Putra, 2020).

Social expectations from family and the surrounding environment create internal tension for the younger generation (Victor, 2017). Parents often cling to traditional values regarding the necessity of stable employment and loyalty to superiors, leading to stress and guilt when young individuals reject promotions or prioritize flexibility over higher wages. However, the younger generation has learned to manage these expectations through assertive communication, explaining their career choices without the intent to disappoint. Many eventually secure support once parents observe that they remain happy and capable of meeting their basic needs. Social expectations are no longer viewed as an absolute burden

but as a factor to be negotiated, as the younger generation selectively adopts relevant traditional values while discarding those that no longer align with contemporary realities. In navigating these expectations, maintaining personal integrity remains the essential key for individuals to work with honesty and professional principles (Saktiawan et al., 2021).

The differing definitions of work between the younger and older generations stem from divergent socioeconomic experiences. Baby boomers and Generation X grew up in expansive economic eras where hard work consistently yielded tangible rewards (Schröder, 2023), whereas the younger generation matured during periods of recurring crisis. Having witnessed parents laid off after decades of loyal service and observing graduates struggling with underemployment, the younger generation has developed the conviction that hard work guarantees no security. The promised meritocracy often appears tainted by nepotism and chance, leading young workers to view withdrawing from unhealthy competition as a rational choice. Consequently, "quiet quitting" serves as a form of self-protection against repeated disappointment, further emphasizing that a supportive work environment and a healthy organizational culture are crucial factors for maintaining positive relations between the firm and the employee (Hariani & Irfan, 2022).

Furthermore, the younger generation's view of workplace authority has undergone a significant transformation. They no longer accept orders blindly based on hierarchy, instead desiring rational explanations for every instruction (Bergh & Wulf, 2017). They dare to provide criticism or suggestions for improvement if they perceive work processes as inefficient. While senior managers may misinterpret this as insubordination, it is merely a desire for equal and respectful professional relationships—valuing competence over titles. A leader who demonstrates expertise and integrity will command full loyalty, whereas one relying solely on formal authority will be disregarded. "Quiet quitting" can manifest when young workers perceive superiors as incompetent or unjust, choosing to fulfill only minimum requirements because they lack trust that extra effort will be appropriately rewarded. Therefore, leadership styles capable of fostering a sense of belonging and building strong organizational commitment are the best solutions to bridge this gap (Gani, 2024).

Digital technology has also fundamentally altered how the younger generation perceives career and success. Social media platforms showcase various versions of success that differ sharply from traditional corporate narratives (Khlud & Khlud, 2025). Exposure to independent paths—such as content creation or freelancing allows young workers to question conventional career trajectories, leading them to prioritize autonomy and personal meaning over corporate ladders. However, as not all possess the privilege to pursue these paths due to limitations in social and financial capital, many young workers remain in the formal sector. In this context, "quiet quitting" functions as a compromise between idealism and reality: they continue to work within the office environment while remaining mentally unattached, highlighting the critical need for organizations to adapt their management paradigms to these shifting realities.

Mental health has become a primary consideration for the younger generation when defining work boundaries (Rajagopalan, 2025). They recognize that chronic stress, emotional exhaustion, and anxiety are steep prices to pay for exceeding one's capabilities. While previous generations may have viewed these symptoms as normal facets of adult life, the younger generation rejects this, actively seeking professional help, recovery leave, or resignation from environments detrimental to their psychological well-being. "Quiet quitting" serves as an early signal that workers are establishing emotional distance to protect themselves from potential psychological harm. Organizations must understand that retaining a disengaged employee is far more difficult than recruiting a new one; furthermore, a reputation as a mentally unhealthy workplace spreads rapidly via social media, discouraging top talent from applying.

Generational perspectives on commitment have also been redefined. Commitment no longer implies a willingness to sacrifice personal interests for organizational gain (Zarwi et al., 2022); rather, it signifies the willingness to be present, fulfill responsibilities competently, and communicate honestly. This boundary is essential to prevent exploitation. While young workers are often willing to support overwhelmed colleagues or accept occasional additional tasks, they demand clear reciprocity, as justice is the fundamental bedrock of work relations. When this justice is violated, quiet quitting becomes a subtle, hard-to-detect form of protest that avoids formal disciplinary violations. To cultivate sustainable working

relationships, organizations must design strategic compensation structures that align employee work behaviors with corporate goals (Hariani et al., 2014; Mardikaningsih & Darmawan, 2013). Additionally, a deep understanding of the meaning of rewards within benefit systems and the application of competitive compensation strategies remain crucial for supporting employee retention amidst these shifting work values (Hariani & Mardikaningsih, 2016; Rojak & Darmawan, 2015).

The relentless pressure for productivity in the era of platform capitalism further reinforces the younger generation's desire to withdraw (Mariappanadar, 2025). Instant messaging and online collaboration tools allow workers to be contacted at any time, creating a significant psychological burden. Young workers respond by establishing firm digital boundaries—such as disabling notifications, using separate devices for work and personal life, or removing work applications after office hours. This behavior is not an avoidance of responsibility but an attempt to preserve a private sphere untainted by professional demands. Companies that respect these boundaries are rewarded with fresher, more creative employees, whereas those demanding 24/7 availability face mass quiet quitting as workers refuse to be treated as digital slaves.

The definition of success for the younger generation is no longer measured solely by the accumulation of wealth or high-ranking titles (Khlud & Khlud, 2025). Instead, success is defined by the ability to enjoy daily life, cultivate warm social relationships, and feel that one's contributions are beneficial to others. This subjective definition liberates young people from external standards of success, framing quiet quitting not as a failure, but as a conscious choice to opt out of the "rat race." Resources are better allocated toward building a meaningful life than toward meeting goals set by others a paradigm shift that organizations must comprehend to accurately assess the motivations of their young workforce.

Furthermore, loyalty toward colleagues often supersedes loyalty toward the company (Masakure, 2016). Young workers build close horizontal bonds, sharing experiences of managerial pressure and protecting one another against unfair policies. If an individual is treated unjustly, peers may show solidarity through collective, albeit informal, reductions in productivity. This form of resistance is difficult for management to trace, as it does not violate written rules, yet quiet

quitting can manifest as a group phenomenon when systemic injustice is widely felt. Through mutual observation and shared behavior, this collective culture shields individuals from the risks of solitary non-compliance, forcing management to rethink how they foster genuine engagement and fairness within the workplace.

The shift in the work ethic of the younger generation does not occur in a vacuum; it is a direct response to structural changes in the global labor market (Kumbula, 2020). With the rarity of lifelong employment, the erosion of labor protections due to deregulation, and the diminishing influence of trade unions, workers find themselves in a weakened bargaining position. In this context, "quiet quitting" emerges as a rational strategy to preserve personal dignity. Young workers recognize their inability to unilaterally reform government labor policy or corporate wage structures; instead, they exert control over their energy investment, gaining a sense of agency amidst structural powerlessness. This practice constitutes a form of "everyday politics" micro-actions that, when replicated by millions, have the potential to spark macro-level changes in labor norms.

To retain young talent, companies must acknowledge that "command and control" management approaches have become obsolete (Carrizo, 2025). The younger generation responds more effectively to participatory and transparent leadership. They demand involvement in decision-making processes that affect their roles and seek the autonomy to determine their own work methodologies. Micromanagement is a primary catalyst for quiet quitting, as it signals a lack of trust that stifles intrinsic motivation and leaves only minimal compliance in its wake. Furthermore, companies must re-evaluate compensation systems. While fair wages are a prerequisite, performance-based bonuses must be carefully designed to avoid fostering toxic competition. Young workers often value collective recognition for teamwork over solitary rewards, and non-financial gestures such as sincere appreciation or opportunities for professional development frequently prove more effective than monetary incentives alone.

Ultimately, "quiet quitting" is a symptom of the dissonance between the expectations of the younger generation and the realities of the modern workplace (Fishman et al., 2025). Young workers aspire to meaningful labor, respectful superiors, supportive colleagues, and healthy work-life integration, yet they often encounter monotonous

routines, unrealistic targets, and minimal acknowledgment. When this gap becomes insurmountable, quiet quitting serves as a necessary coping mechanism a compromise better than enduring ongoing exploitation or extreme burnout. The younger generation's redefinition of work, balance, and loyalty represents a pursuit of a more humane professional landscape. Wise organizations will interpret these signals as a mandate for structural change; those that insist on clinging to antiquated practices risk the perpetual loss of top talent and inevitable long-term decline in productivity.

Conclusion

The younger generation redefines the meaning of work as an activity that must provide intrinsic satisfaction and space for personal life, rather than just a financial obligation. Life balance is interpreted as the ability to manage energy flexibly with firm boundaries between work time and personal time. Loyalty toward the organization shifts from a willingness to stay long-term to a commitment toward values, relationships, and learning opportunities that align with personal principles. Economic pressures and social expectations do not eliminate the younger generation's desire to find meaning; instead, they push them to formulate survival strategies such as quiet quitting as a form of self-protection against exploitation. This shift marks a fundamental change in the relationship between workers and organizations, requiring adjustments from traditional management practices.

The implications of these findings for human resource management practices are the need for organizations to abandon obsolete assumptions regarding loyalty and motivation. Companies are advised to design work systems that provide autonomy, transparency, and respect for the personal boundaries of workers. Policies on time and location flexibility need to become the standard, rather than the exception. Compensation systems must be fair and competitive without encouraging unhealthy competition. For future researchers, it is recommended to conduct comparative studies across industrial sectors or across generations to observe variations in quiet quitting practices. Longitudinal research is also necessary to understand the long-term impact of the shift in work ethic on organizational productivity and

worker well-being. This study is limited to the theoretical realm; therefore, future empirical research can test the propositions that have been established.

References

- Abdullah, M. H. A. B., B. Gardi, & D. Darmawan. 2021. Innovation in Human Resource Management to enhance Organizational Competitiveness in the Era of Globalization, *Journal of Social Science Studies*, 1(1), 51 – 58.
- Abouassi, K., Johnson, J. M., & Holt, S. B. 2019. Job Mobility Among Millennials: Do They Stay Or Do They Go?: *Review Of Public Personnel Administration*. 41(1), 1-48
- Andrade, M. S., Westover, J., Clark, S., & Schill, A. 2024. Job Satisfaction And Generational Difference: The Shifting Nature Of The Workplace. *American Journal Of Business*, 24(3). 1
- Arifin, S., & Putra, A. R. 2020. Employee Performance Development through Work Experience, Work Ethic, Compensation. *Iosr Journal Of Business And Management (Iosr-Jbm)*, 22(7), 39-45.
- Bergh, J. V. Den, & Wulf, K. D. 2017. Millennials At Work. *Research World*, 2017(63), 19-21
- Bryce, A. 2021. What Makes A Job Meaningful And Why That Matters. *The Conversation*, 19.
- Carrizo, N. A. 2025. The Challenge Of Motivating Generation Z's Tech Talent. *Digital Object Identifier*. 1-8
- Chiacchio, S. S. R., & Skarabone, A. R. C. 2024. Quiet Quitting: Uma Tendência No Pós-Pandemia Sars-Cov-2 Ou Um Grito Silencioso Do Trabalha(Dor)? *Cadernos De Psicologia*, 4(3), 01-12.
- Darmawan, D. 2017. The Effects of The Big Five Personality on Job Performance, *Management & Accounting Research Journal*, 2(1), 36 – 42
- Darmawan, D. 2024. Distribution of Six Major Factors Enhancing Organizational Effectiveness. *Journal of Distribution Science*, 22(4), 47-58.
- Darmawan, D. 2025. Peran Recognition Program dan Leadership Style Terhadap Loyalitas Karyawan pada Industri Manufaktur di Surabaya. *Jurnal Ekonomi Dan Bisnis*, 15(2), 1-12.
- Darmawan, D., R. Mardikaningsih, E. A. Sinambela, S. Arifin, A.R. Putra, M. Hariani, M. Irfan, Y.R. Al Hakim, & F. Issallillah. 2020. The Quality of Human Resources, Job Performance and Employee Loyalty, *International Journal of Psychosocial Rehabilitation*, 24(3), 2580-2592.
- Dudley, J. 2005. *Research Methods*. Boston: Pearson Education.

- Eddine, B. A. S., D. Darmawan, R. Mardikaningsih, E. A. Sinambela. 2023. The Effect of Knowledge Management and Quality of Work Life on Employee Commitment, *Journal of Human Sciences*, 10(1), 87-100.
- Fishman, E. K., Rowe, S. P., Smith, C. W., Fishman, E. K., Rowe, S. P., & Smith, C. W. 2025. The Role Of Leadership In Quiet Quitting. *Journal Of The American College Of Radiology*. 23(4), 485.
- Gani, A. 2024. Leadership and Organizational Commitment: An Analysis of Mechanisms for Building Employee Loyalty and Delongingness. *Studi Ilmu Sosial Indonesia*, 4(1), 439-464.
- Gardi, B. & D. Darmawan. 2024. Uncertainty, Isolation, and the Erosion of Safety Nets: The Structural Impact of the Gig Economy on Worker Mental Health, *Studi Ilmu Sosial Indonesia*, 4(1), 119-140.
- Hariani, M., & Irfan, M. 2022. The Influence of Leadership and Work Culture on Employee Work Loyalty. *Studi Ilmu Sosial Indonesia*, 2(1), 39-48.
- Hariani, M., & Mardikaningsih, R. 2016. Makna Penghargaan dalam Sistem Kompensasi dan Tunjangan Karyawan. *Jurnal Ekonomi Dan Bisnis*, 6(2), 42-56.
- Hariani, M., Mardikaningsih, R., & Sinambela, E. A. 2014. Desain Kompensasi Strategis untuk Menyelaraskan Perilaku Kerja dengan Tujuan Organisasi. *Jurnal Ekonomi dan Bisnis*, 4(1), 51-62.
- Kachhap, V., & Singh, T. 2024. Quiet Quitting: A Comprehensive Exploration Of Hidden Problems. *Development And Learning In Organizations: An International Journal*, 38(5), 23-26.
- Khanna, A., Sareen, P., & Mba, H. 2020. Factors Affecting Career Choice Decisions Among Generation Y. *Researchgate Official Portal*. 13.
- Khlud, V., & Khlud, V. 2025. *The Transformation Of Youth Values And Its Impact On The Nature Of Career Paths*. 229-232.
- Kumbla, P. K. 2020. *From Commitment To Passion: Appraising The Energy Of Millennials*: 13(4), 416-423.
- Lancaster, G. 2007. *Research Methods In Management*. Routledge.
- Marcelino-Aranda, M., Cuevas, M. Del C. M., & Camacho, A. D. 2024. Análisis Documental, Un Proceso De Apropiación Del Conocimiento. *Revista Digital Universitaria*, 25(6), 1-11.
- Mardikaningsih, R. & Darmawan, D. 2022. Situational Leadership Strategies to Improve Change Management and Team Performance, *Journal of Social Science Studies*, 2(1), 247 - 252.
- Mardikaningsih, R., & Darmawan, D. 2013. Desain kompensasi strategis untuk keberlanjutan organisasi. *Jurnal Ekonomi dan Bisnis*, 3(1), 55-66.

- Margarida, P. 2020. Generation Y In The Workplace. <https://doi.org/10.13140/Rg.2.2.24612.42889>
- Mariappanadar, S. 2025. Some Gen Zs Are Taking A 'Micro-Retirement'. It's One Way To Address Burnout-But It Comes With Risks. *The Conversation*.
- Masakure, O. 2016. The Effect Of Employee Loyalty On Wages. *Journal Of Economic Psychology*, 56, 274-298.
- Ni, Y. 2023. The Loyalty Of New Generation Employees From The Perspective Of Psychological Contract. *Frontiers In Business, Economics And Management*, 12(2), 20-26.
- Rajagopalan, U. 2025. Burnout In Younger Employees. *British Journal Of Mental Health Nursing*, 14(3), 1-2.
- Rojak, J. A., & Darmawan, D. 2015. Strategi Kompensasi yang Kompetitif untuk Mendukung Retensi Karyawan. *Jurnal Ekonomi Dan Bisnis*, 5(1), 53-64.
- Rojak, J. A., & Darmawan, D. 2021. Ethical Leadership and Social Responsibility in Organisational Managerial Practice. *Studi Ilmu Sosial Indonesia*, 1(2), 187-204.
- Saktiawan, P., Hardiansah, R., Darmawan, D., & Putra, A. R. 2021. Ethical Principles in Indonesian Legal Advocacy: Sustaining Justice in Adversarial Systems Through Professional Integrity. *Journal of Social Science Studies*, 1(2), 239-244.
- Scheurich, J. 2014. *Research Method In The Postmodern*. Routledge.
- Schröder, M. 2024. Work Motivation Is Not Generational But Depends On Age And Period. *Journal Of Business And Psychology*, 39(4), 897-908.
- Senaratne, C., & Tennakoon, N. 2019. Balancing Work And Life: Insights From Generation Y. *Ocak*, 30,
- Spiller, M., & Schmahmann, L. 2018. *Economic Competitiveness And Productivity*. 143-158.
- Spohn, D. 2024. *Financial Resilience And Innovation Among Generation Z In The Face Of Economic Adversity*. 1(3), 39-51.
- Trifan, V. A., & Pantea, M. F. 2024. Shifting Priorities And Expectations In The New World Of Work. Insights From Millennials And Generation Z. *Journal Of Business Economics And Management*, 25(5), 1075-1096.
- Victor, C. 2017. Youth Identity Crisis And The Internal Conflict With The Divine And Self. Youth, Health And Practical Justice Conference 1-10
- Yang, W. 2024. From Precarity To Stability: Job Preferences Among Chinese Youth In Today's China. *Thesis*. Master Of Arts Program In The Social Sciences, University Of Chicago.
- Zarwi, M., Marchand, S., Kennard, B., & Michael, J. 2023. Millennials And Organisational Commitment: Current And Future Perspectives. *Human Resource Development International*, 26(5), 642-654.