






# The Influence of Workplace Stress and Emotional Exhaustion on Quiet Quitting Through Work Engagement

Burhan Marwanto<sup>1\*</sup> , Syamsul Hadi<sup>2\*</sup> ,  
Didik Subiyanto<sup>3\*</sup> 

<sup>1,2,3</sup> Universitas Sarjanawiyata Tamansiswa, Yogyakarta, Indonesia  
<sup>1</sup>burhanmarwanto13@gmail.com, <sup>2</sup>syamsul.hadi@ustjogja.ac.id,  
[3didiks@ustjogja.ac.id](mailto:3didiks@ustjogja.ac.id)

**Abstract.** The purpose of this study is to contribute to the literature and conceptual model regarding the influence of workplace stress and emotional exhaustion on quiet quitting, with work engagement as a mediating variable. This research employs a quantitative approach using a survey method. The study involved 129 respondents, consisting of managers and staff from KSP Pangudi Luhur Kasih Semarang and KSP CU Kridha Raharja Bawen. A census method was applied, as the entire population was used as the research sample. Data were collected through questionnaires, and data analysis was conducted using Structural Equation Modeling (SEM) with the SmartPLS software. The findings indicate that workplace stress and emotional exhaustion have a positive and significant effect on quiet quitting. Workplace stress has a negative but not significant effect on work engagement, while emotional exhaustion has a negative and significant effect on work engagement. Furthermore, work engagement does not mediate the relationship between workplace stress and quiet quitting, but it partially mediates the relationship between emotional exhaustion and quiet quitting.

**Keywords:** Workplace stress, Emotional exhaustion, Work engagement, Quiet quitting.

## 1 Introduction

Quiet quitting is the behavior and actions of a company employee who fulfills minimum requirements and does not expend more time, energy, or enthusiasm for their work. However, this does not mean that an employee completely quits their job; rather, they simply do what is necessary without any intention of achieving a better balance between their personal and work lives, and then continue with their normal lives [1]. Triggers for this include excessive workload, unclear job boundaries, lack of support from others, unclear expectations, and others [2]. The concept, so-called "quiet quitting", has gained currency around the middle of 2022 as it's closely linked to reduced work engagement. The truth is, that word-gag has been around since 2009, when Bloomberglaw.com reported that economist Dr. Mark Bolger named it during his

© The Author(s) 2026

S. Hadi et al. (eds.), *Proceedings of the 1st International Conference on Business, Economic, and Social Sustainability (ICOBES 2025)*, Advances in Economics, Business and Management Research 384,  
[https://doi.org/10.2991/978-94-6239-626-5\\_59](https://doi.org/10.2991/978-94-6239-626-5_59)

speech at the Texas A & M Economics Symposium [3]. Quiet quitting behavior is experienced by the millennial generation, namely the generation born between 1997 and 2012, aged 27 and 42 in 2023[4]. Someone at this age is currently vulnerable to a period of uncertainty and self-discovery known as the quarter-life crisis, where in the mid-20s and 30s, a person is haunted by feelings of fear and worry about their future, including in terms of career, relationships, and social life. This period is also the period of work for someone, whether working in an organization or company, and is one of the determinants of the development of the organization or company where they work [2].

Organizational development will be possible by role of the human relations and management; they are the vital indicators in accomplishing goals of a company or an organization. Management is seen as a procedure which consists of setting objectives, organizing activities and resources to achieve objectives, directing and controlling the use, importance of using science and art; to reach set goals [5]. This is in line with the opinion of [6], who describe management as planning, organizing, leading and controlling organizational members and utilizing organization's resources to achieve stipulated goals. One of the work engagement predictors can be workplace stress. Workplace stress has been associated with a range of mental and physical health problems and its consequences for employees include burnout, anxiety, depression. When workplace stress gets too high or becomes difficult to handle, employees find ways to relieve themselves of its burden — and one of the solutions appears do be “quiet quitting,” which is when a person loses all interest in or investment in a job but doesn't tell anyone [4]. Quiet quitting can be a significant challenge for organizations because employees who quit quietly tend not to give clear signs that they are dissatisfied or intend to leave. This can lead to the loss of valuable talent without proper efforts to retain them. By understanding the factors that influence quiet quitting, such as workplace stress, organizations can take steps to prevent it and retain employees with high levels of quiet quitting [4].

Quiet quitters do not go out with a bang when they are at work, and part of the problem is that you have less engagement than people who have more workplace stress. However, if a large number of employees are quietly dissatisfied and start to quit discretely, this may affect the organization's productivity and silent turnover [7]. It is, therefore, crucial to examine the association of workplace stress with quiet quitting and to look for ways to mitigate its impact on organizational quiet quitting. Studies on how workplace stress impacts silent quitting can potentially assist organizations in better addressing workplace stress and fostering a healthier and more supportive work atmosphere. This may include introduction of employee wellness programmes, management training to identify stressors and promoting social support at work[5]. Emotional exhaustion not only in job but also family related situation is believed to significantly associated quiet quitting phenomenon. Emotional exhaustion is a condition in which a person feels drained of emotional energy, often caused by excessive stress and workload [8]. This may cause a feeling of despair, a lackluster attitude toward work and decreased motivation. In contrast the western and eastern cultural contexts are characterized by a high level of quitting behavior, which is defined as employees who reduce their efforts and put in less interpersonal effort over time without informing colleagues or managers[9]. Continuing emotional wear and tear is one reason employees quit their jobs. When the pressure Friday “prep” call is too much

Employees who feel constantly under fire and unable to cope grate at work, it will drive a potentially great addition to a quiet resignation submitter in order to unwind and find an organization where they can be surrounded by support [8]. Employees experiencing emotional exhaustion tend to have lower rates of quitting and higher absenteeism. Emotional exhaustion can impair a person's ability to concentrate, make sound decisions, and interact effectively with coworkers. If many employees in an organization feel emotionally exhausted, this can negatively impact the organization's overall productivity and quitting[9].

Research on the impact of emotional exhaustion toward silent quitting can provide such organizations with better understanding concerning what endangers individuals to become emotionally exhausted and therefore how they can effectively manage their workplace stress [9]. This may involve augmenting social support, moderating workload and health for employees. By understanding how emotional exhaustion has an impact on their employees to engage in quiet quitting, organizations may take action to prevent it, foster the well-being of its workforce, retain key individuals and enhance overall performance of quiet quitting. [8]. This research can provide a better understanding of how workplace stress and emotional exhaustion affect employee work engagement [10][10]. Understanding this will help organizations design better strategies to improve employee well-being and satisfaction. Employees experiencing stress and emotional exhaustion tend to have low work engagement.

Organizational productivity and quiet quitting at-large is hampered by emotional exhaustion. Organisations can pinpoint aspects that need more attention to enhance efficiency and effectiveness by identifying emotional exhaustion factors [10]. Job engagement is an important predictor of continuation to work with (and among) the employees– high rates of quiet quitting. Knowledge of how workplace stress and emotional exhaustion impact job engagement, could help organizations in designing strategies to foster quiet quitting [8]. This research could offer a useful contribution to the challenge of developing smarter HRM (human resources management) practices by revealing a key relationship between work stress, emotional burnout, employee engagement and quiet quitting. KSP Pangudi Luhur Kasih Semarang and KSP CU Kridha Raharja Bawen, consisting of CU Kridha Rahardja Bawen/Klaten, CU PLK Semarang, CU AL Purworejo, and CUDP Semarang, are among the rapidly growing savings and loan cooperatives that have adopted various innovations, including the use of digital applications such as the ESCETE Super App to expand services to members [11]. But side by side with this rapid expansion, these companies also encounter some hurdles especially in HR. "Most common challenges arise from digital literacy to some employees and members who struggle to adopt the new tools, (and) are unable to maximize them. Moreover, training and skill development are unevenly spread; not all other employees have managerial as well as service skills which are relevant to contemporary organizations. People Management is a cornerstone of sustainable organisations [11] in contrast the former Business Continuity Plan (BCP) workshop also emphasized People Management to be one of Buildingco's core activities, therefore showing significant importance for HR management within this cooperative. There are also questions around employee motivation and retention, as the workforce faces an ever more complicated job courtesy of service expansion and digitalisation. The new organization requires clear role delineations and adaptive leadership to prevent redundancies in workload. It can be inferred from this scenario that capacity

building in both functional skills and soft HR skills is a pressing need for credit unions to enhance service integrity, confront competition of the digital financial service market as well as sustain the organizations [12].

## **2 Literature Review**

### **2.1 Job Demands and Resources Theory**

Job Demands and Resources Theory is one of the most influential grand theories in the study of organizational behavior and modern work psychology. This theory was first developed by [14], in an article entitled "The Job Demands and Resources Model of Burnout." JD-R Theory is based on the idea that every job has two main characteristics: job demands and job resources. Job demands involve the work-related characteristics that require prolonged physical, psychological, or emotional effort, such as job pressure, task demand, role conflict and overtime hours. It can cause exhaustion, stress, and burnout when these requirements outstrip their capability to recover." Conversely, job resources are aspects of the job that help individuals achieve work goals, reduce the burden of demands, and foster growth and motivation, such as coworker support, autonomy, positive feedback, and opportunities for self-development [6], [15], [16]. As a grand theory, JD-R is universal, integrative, and flexible. It not only depicts the relationship between job stress, motivation, and quiet quitting under different organizational status but also integrates a series of theoretical models (e.g., job stress theory, motivation theory, and job design theory) into an overall frame [14]. The key strength of the JD-R concept is indeed its flexibility towards multiple types and organizational cultures at work level, as each organization can highlight its set of demands and resources according to his context/focus-points [14]. This theory not only explains how job stress impacts burnout but also provides practical guidance for organizations to improve employee well-being and quiet quitting by optimizing work and personal resources[15].

### **2.2 The Impact of Workplace Stress on Quiet Quitting**

[17] said that professionals in Metro Manila are more likely to have quiet quits particular in the reward clustering. We speculate that this is because of the type of individuals who lean toward quiet quitting in the rewards domain, which are those who value themselves and like to have fun. In the environmental field, stress and anxiety are most commonly reported by professionals as drivers of quiet quitting. In addition, this study finds that little applicable research exists on quiet quitting at present and also needs more research to draw a complete picture.[18] indicates that worker fatigue due to working beyond their capabilities is one of the most important factors for employees being discontent with their job, reduced quiet quitting, and turn over. It is also a significant driver of silent quitting. When you feel that the workload is above your physical and cognitive resources, such that it becomes difficult to cope with all tasks in a defined period of time, it's intuitive for workers to begin reducing their PMW.[7] report quiet quitting is something employees would do to alleviate stress. Ironically, for the fear of losing organizational motivation, productivity and work engagement

which is sunk in response to their exposure to that organization level stressors they face due to different work related factor such as role conflict and ambiguity, physical state of working environment, social support lack thereof, career development problems etc. Employees demonstrate a silent quitting. The hypothesis that could be suggested in light of the above description is: H1: Workplace Stress has a positive effect on Quiet Quitting.

### **2.3 The Effect of Emotional Exhaustion on Quiet Quitting**

Emotional exhaustion is defined as feelings of emotional exhaustion and excessive fatigue, and is a key component of job burnout [19]. Employees' ability to perform their jobs is negatively impacted by emotional exhaustion, which is a form of fatigue resulting from the depletion of a person's emotional, psychological, and physical resources [18]. Employees may attempt to cope with emotional exhaustion by mentally withdrawing from their work [7]. Emotional exhaustion is associated with various withdrawal-related consequences, including decreased work engagement, increased voluntary turnover, and decreased rates of quiet quitting [9]. Previous empirical research has found that emotional exhaustion is a significant predictor of various important workplace outcomes, such as turnover intentions [13]. Unrealistic job demands and employees' desire to prevent burnout and maintain mental health often lead to quiet quitting [20]. Withdrawal in the form of quiet quitting can manifest as decreased levels of work engagement [10]. Silent quitting has the potential characteristic of the psychological detachment with work in TB, who gives priority to WLB and wellbeing, which are presented by low levels of work engagement [5]. According to the Conservation of Resources (COR) theory, when job resources exist, they may buffer negative effects of job demands and consequently lower emotional exhaustion as well as quiet quitting. With this definition in mind, it may be inferred that 'silently quitting' is a result of emotional insufficiency. In light of the aforementioned, the hypothesis in this study may be formulated as follows: H2: Emotional Exhaustion has a positive effect on Quiet Quitting

### **2.4 The Influence of Work Engagement on Quiet Quitting**

Work engagement is a positive, fulfilling, work-related mindset, accompanied by three dimensions including vigor, dedication and absorption [15]. High work-engaged employees are more enthusiastic, dedicated, and absorbed in their work, which leads to better expressions of quiet quitting and meaningfulness towards work [6]. On the other hand, low work engagement results in indifference and lacklustre, decreased incentive and low employee engagement. This situation sometimes forces employees to opt for the psychological withdrawal, among which silent quitting is one of them [21]. Research has further proved that work engagement largely reduces withdrawal behavior, improves work engagement, and bolsters employees' commitment to their organization [7]. Furthermore, based on the Conservation of Resources (COR) theory, the presence of work resources that can increase work engagement will help reduce work stress, lower the risk of disengagement, and prevent quiet quitting [14]. Having workplace resources that lead to higher level of work engagement will reduce work stress and decrease the likelihoods disengagement, quiet quitting as a result. Hence,

employees with high work engagement are less likely to withdraw because they feel stimulated, valued and meaningful in their jobs. According to the reading above, we can formulate them below as our hypotheses in this study: H3: Work Engagement has a negative effect on Quiet Quitting

## **2.5 The Influence of Workplace Stress on Work Engagement**

Work stress is a condition of strain felt by individuals who face work demands which are not matched to their knowledge and abilities, resources, or needs [10]. High work stress leads to employees' physical, emotional and mental health problems, and either reduces the motivation or productivity or engagement [1]. Excessive pressure makes employees unable to do their best work, so that lack of Their vitality is gone can come up with energy for themselves. This is not analogous to work engagement components namely; vigour, dedication and absorption [8]. Hence with workplace stress that is higher, it leads to lower level of work engagement among employees. Findings from empirical studies corroborate this association; job stress is indicated to be an antecedent to reduced engagement, low commitment and abatement in the threat of disengagement and burnout [16]. On the other hand, less stress at work results in more motivated employees who can engage better with their role. According to the description above, the following research hypothesis can be formulated: H4: Workplace Stress has a negative effect on Work Engagement

## **2.6 The Influence of Emotional Exhaustion on Work Engagement**

Emotional exhaustion refers to the feelings of being emotionally exhausted and physically tired due to work-related stress over long periods, which leads employees feeling depleted of their energy, motivation, and emotional/psychological/physical resources [21]. This condition is one of the main dimensions of job burnout, resulting in decreased work engagement, increased turnover intention, and weakened employee turnover intentions [15]. High levels of emotional exhaustion reduce vigor, dedication, and absorption, which are key characteristics of work engagement [8]. Employees experiencing emotional exhaustion tend to psychologically withdraw from their work, lose motivation, and exhibit low attachment to the organization [21]. Empirical research shows a negative relationship between emotional exhaustion and work engagement, where higher levels of emotional exhaustion lead to lower employee engagement [19]. On the contrary, if emotional exhaustion is low, employees will be more available for engagement, motivation and dedication at work. The explanation above allows us to formulate the next research hypothesis: H5: Emotional Exhaustion has a negative effect on Work Engagement

## **2.7 The Influence of Workplace Stress on Quiet Quitting Through Work Engagement**

Workplace stress results from an imbalance between job demands and individual abilities, resources and needs [3]. High amounts of stress at work have also been proved to decrease employee motivation, mental health and engagement on their work

tasks [18]. Unlike work engagement, that is described by vigour, dedication and absorption [8]. Work engagement is a significant mediator to illustrate the relationship between job stress and employee behaviour. Workers with high stress tend to show reduced engagement in the job, which may ultimately result in silent quitting, a type of psychological withdrawal from employment [21]. Previous studies also demonstrate that low work engagement predicts employee disengagement, a lack of meaning in one's work and consequently silent quitting [4]. Hence, it can be inferred that workplace stress may indirectly influence quiet quitting via lowering work engagement. Based on the above description, the following hypotheses can be proposed: H6: Work Engagement is able to mediate the influence of Workplace Stress on Quiet Quitting

## 2.8 The Influence of Emotional Exhaustion on Quiet Quitting Through Work Engagement

Emotional exhaustion is a state of feeling worn-out and depleted because of long struggle in meeting high work demands, leading the workers to energy depletion and lack of motivation or psychological resources [13]. This process leads to reductions in work engagement, increased turnover intention and impaired employee quitting behavior [17]. High emotional exhaustion level, in fact, leads directly to decreased vigor, dedication and absorption which are the essence of work engagement [6]. Emotionally exhausted staff have a tendency to disassociate from work, doubt significance in their work and lose engagement [9]. This reduced level of work engagement results eventually in the appearance of silent quitting as a process of disengagement, characterized by going through the motions (i.e., keeping up one's work commitments) with little to no deep involvement [18]. It can therefore be inferred work engagement as a mediator for explaining why emotional exhaustion intensifies the quiet quitting. According to the above description, the following hypothesis can be put forward: H6: Work Engagement is able to mediate the influence of Emotional Exhaustion on Quiet Quitting

Based on the theoretical study and hypotheses proposed in this research, a model was developed as the theoretical framework for this research, as in Figure 1 below:

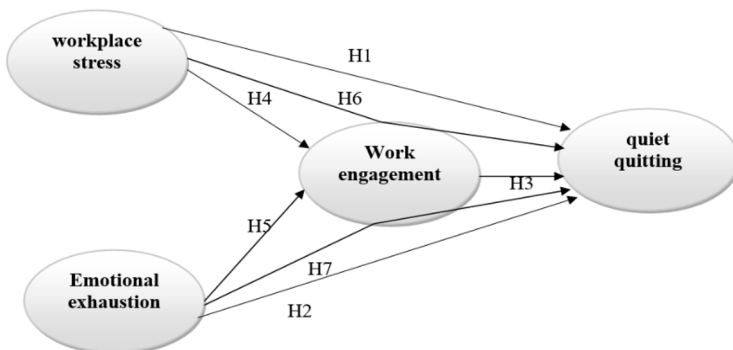


Figure 1. Thinking Framework

### 3. Research Methods

This research is quantitative and employs a survey method. The sample size for this study was 129 managers of KSP Pangudi Luhur Kasih Semarang and KSP CU Kridha Raharja Bawen. The census method was employed because the entire population was used as a sample. The data collection method used was a questionnaire. The data analysis technique used Structural Equation Modeling (SEM) with the SmartPLS program.

#### 3.1 Operational Definition of Variables and Their Measurement

Quiet quitting (Y) is an employee's commitment to performing assigned tasks and avoiding other tasks not included in the job description [15]. The instrument for testing quiet quitting consists of the following indicators: Needs, Values, and Purpose. Work engagement (Z) is a condition of employees related to their work where they feel motivated [22]. The instrument for testing work engagement consists of the following indicators: Vigor, Dedication, and Absorption. Workplace stress (X1) is a condition that affects emotions and thought processes [4]. The instrument for testing workplace stress consists of the following indicators: Workload, Pressure, Time and Equipment, Reward Conflict, Family Problems Emotional exhaustion (X2) is part of the three dimensions of burnout, namely emotional exhaustion, depersonalization, and low self-confidence [7]. The indicators of emotional exhaustion are: 1) Easily tired, bored, quick to anger , restless, unhappy, worthless .

#### 3.2 Data analysis

This research used Structural Equation Modeling (SEM) with the SmartPLS program. The resulting indicators were constructed by examining their parameters. The measurement model employed convergent validity, which is used to test the validity of the indicators, or what they are supposed to measure. The maximum likelihood estimation technique used in this study is based on the theory developed when testing reliability, using Cronbach's alpha ( $\alpha$ ).

### 4. Results and Discussion

#### 4.1 Hypothesis Testing

**Table 1. Hypothesis Testing**

	Estimate	T Statistics	P Values	Hypothesis
Emotional exhaustion -> Work engagement	-0.368	3,823	0.000	H5
Emotional exhaustion -> quiet quitting	0.287	2,459	0.014	H2
Work engagement -> quiet quitting	-0.176	2,539	0.011	H3
workplace stress -> Work engagement	-0.042	0.384	0.701	H4

workplace stress -> quiet quitting	0.374	3,774	0.000	H1
------------------------------------	-------	-------	-------	----

Source: personal data processing

Based on the results of the hypothesis test shown in Table 6, it can be seen that there are several significant relationships between the research variables.

#### 4.2 Mediation Test (indirect effect)

**Table 2. Analysis of Mediation Effects**

	Estimate	T Statistics	P Values	Hypothesis
Emotional exhaustion -> Work engagement -> quiet quitting	0.065	1,995	0.049	H7
workplace stress -> Work engagement -> quiet quitting	0.007	0.366	0.715	H6

Source: personal data processing

#### 4.3 Discussion

**The Impact of Workplace Stress on Quiet Quitting.** The results of the study indicate that workplace stress has a positive effect on quiet quitting. This is evidenced by the results of data analysis which show an estimate value of 0.374, a t-statistic of 3.774, and a p-value of 0.000, which means the effect is positive and significant. A p-value smaller than 0.05 indicates that the relationship between work stress and the tendency to quiet quitting does not occur by chance, but has a strong empirical basis. Thus, it can be concluded that the higher the level of work stress experienced by employees, the higher their tendency to quiet quit in the workplace.

These findings illustrate that high workload and pressure can reduce employee morale and engagement with the organization. Work stress arising from excessive work demands, role conflict, or lack of support from superiors can leave employees feeling bored, demotivated, and attempting to avoid deeper involvement in their work. This condition constitutes a form of quiet quitting behavior, where employees consciously limit themselves to working on minimal tasks without any extra effort or initiative. This phenomenon indicates that work stress not only impacts individual psychological well-being but also has implications for quiet quitting and employee loyalty to the organization. Furthermore, the positive relationship between workplace stress and quiet quitting reflects the significant role psychological factors play in determining employee work behavior. When work pressure is not balanced by organizational support or a robust stress management system, employees tend to seek ways to maintain personal balance by reducing emotional involvement in work. This can be considered a defense mechanism to prevent further burnout, but it also negatively impacts productivity and the work culture within the organization.

The results of this study align with those of [4], who found that work stress is directly related to quiet quitting behavior, with employees with high levels of stress tending to exhibit decreased work engagement. Serenko's (2023) research also shows

that poorly managed stress will encourage employees to psychologically withdraw from work, ultimately triggering quiet quitting as a form of disengagement. Furthermore, [3] emphasized that a stressful work environment with minimal organizational support will strengthen employees' tendency to engage in quiet quitting as a form of adaptation to chronic stress experienced in the workplace. Thus, the results of this study are consistent with previous findings that emphasize that work stress is one of the main factors driving quiet quitting behavior among employees.

**The Effects of Emotional Exhaustion Against Quiet Quitting.** The results of the study indicate that **Emotional Exhaustion** has a positive effect on **Quiet Quitting**. Based on the results of data analysis, the *Estimate value* of **0.287**, *T-statistics* of **2.459**, and *P-value* of **0.014** indicate that the influence is positive and significant because the *P-value* is smaller than 0.05. Thus, it can be concluded that the higher the level of emotional exhaustion experienced by employees, the greater their tendency to do *quiet quitting* or withdraw psychologically from work. These findings illustrate that employees experiencing emotional exhaustion tend to lose motivation, enthusiasm, and commitment to the organization. *Emotional exhaustion* is a key dimension of *burnout*, characterized by feelings of emotional exhaustion due to prolonged work pressure and demands. This condition causes employees to feel depleted of the energy to actively engage in their work, leading them to opt for *quiet quitting* as a form of self-protection from excessive stress. In such situations, employees remain physically present at work, but no longer demonstrate commitment and emotional involvement in the tasks they perform. Furthermore, the positive relationship between emotional exhaustion and *quiet quitting* suggests a psychological process in which unmanaged exhaustion can develop into apathy and withdrawal. When employees feel their emotional resources are depleted, they tend to reduce their efforts, avoid additional responsibilities, and simply fulfill the minimum requirements. This can negatively impact productivity, the quality of relationships with coworkers, and the organization as a whole. Therefore, managing employee psychological well-being is a crucial factor in preventing the increase in *quiet quitting behavior* in the workplace.

The results of this study align with previous research findings that indicate a close relationship between emotional exhaustion and decreased work engagement. Research by **Badilla et al. (2023)** explains that high levels of *emotional exhaustion* are one of the main triggers for *quiet quitting behavior* because employees try to maintain their emotional balance by reducing their commitment to their work. Research by [23] also confirms that emotional exhaustion caused by excessive workload and organizational pressure encourages employees to psychologically withdraw from their professional responsibilities. Meanwhile, [21] found that employees experiencing *emotional exhaustion* showed a significant decrease in intrinsic motivation and work engagement, thereby increasing their likelihood of *quiet quitting*. Thus, the results of this study strengthen the empirical evidence that *emotional exhaustion* is a significant factor contributing to *quiet quitting behavior* among employees.

**The Influence of Work Engagement on Quiet Quitting.** Based on the results of data analysis, the Work Engagement variable has a negative and significant effect on Quiet Quitting. This is evidenced by the Estimate value of -0.176, T-statistics of 2.539, and P-value of 0.011, which indicates a significant negative relationship between the two

variables. A P-value smaller than 0.05 indicates that the relationship is statistically significant. This means that the higher the level of work engagement an employee has, the lower their tendency to do quiet quitting. In other words, employees who have a high level of work engagement tend to remain committed, enthusiastic, and actively involved in their work, so they do not show behavior of withdrawing silently from work responsibilities. The negative relationship between work engagement and quiet quitting suggests that work engagement serves as a buffer against employee withdrawal behavior. When organizations create a supportive work environment, recognize employee contributions, and provide opportunities for self-development, work engagement increases and the tendency toward quiet quitting can be reduced. Therefore, strengthening work engagement is an effective strategy for organizations to maintain employee motivation and loyalty and prevent productivity losses due to decreased work engagement.

The results of this study align with research conducted by [15], which found that high work engagement significantly reduces employees' tendency to passively withdraw from their jobs. Research by [6] also shows that work engagement negatively impacts quiet quitting behavior, as employees with high dedication and vigor are better able to cope with work pressure without losing motivation. Meanwhile, research by [7] confirms that increased work engagement can strengthen employees' affective commitment and reduce dysfunctional behaviors such as quiet quitting. Thus, these results strengthen empirical evidence that work engagement is a crucial factor in suppressing the tendency to quiet quit by increasing employee involvement, motivation, and commitment to their work.

**The Influence of Workplace Stress on Work Engagement.** Based on the results of data analysis, the Workplace Stress variable has a negative but insignificant effect on Work Engagement. The results of data processing show an Estimate value of -0.042, a T-statistic of 0.384, and a P-value of 0.701, which means the effect is not significant because the P-value is greater than 0.05. This finding indicates that the level of stress in the workplace does not have a direct effect on the level of employee work engagement in the context of this study. Thus, although work stress tends to reduce employee enthusiasm and energy, this influence is not strong enough to significantly affect the level of work engagement. The results of this study align with the findings of [3], who explained that work stress does not always have a direct effect on work engagement, as its impact can be mediated by other factors such as work engagement and organizational support. Research by [6] also stated that the relationship between work stress and work engagement is complex; manageable work stress does not always reduce employee engagement, while high and sustained stress negatively impacts work motivation and commitment. Thus, the results of this study support the view that the effect of work stress on work engagement is indirect and depends on contextual factors in the work environment and individual employee characteristics.

**The Influence of Emotional Exhaustion on Work Engagement.** Based on the results of data analysis, the Emotional Exhaustion variable has a negative and significant effect on Work Engagement. The results of data processing show an Estimate value of -0.368, a T-statistic of 3.823, and a P-value of 0.000, which means the relationship between the two variables is negative and significant because the P-value is smaller than 0.05. Thus,

the higher the level of emotional exhaustion experienced by employees, the lower the level of work engagement they feel. These results indicate that emotional exhaustion is one of the important factors that can reduce employee enthusiasm, dedication, and energy at work.

The results of this study align with the findings of [13], who stated that emotional exhaustion has a significant negative impact on work engagement, where high levels of emotional exhaustion reduce employees' energy, dedication, and involvement in their work. Research by [15] also supports these findings by showing that high levels of emotional exhaustion are closely associated with decreased motivation and work enthusiasm, thus hampering employees' emotional attachment to the organization. Thus, the results of this study strengthen empirical evidence that emotional exhaustion is a major factor that can reduce employee work engagement and emphasize the importance of managing psychological well-being in maintaining sustainable organizational performance.

### **The Influence of Workplace Stress on Quiet Quitting Through Work Engagement.**

Based on the results of data analysis, the Estimate value was obtained at 0.007, T-statistics at 0.366, and P-value at 0.715, which indicates that the relationship between Workplace Stress → Work Engagement → Quiet Quitting is not significant because the P-value is far above the significance limit of 0.05. Thus, it can be concluded that Work Engagement is not able to mediate the relationship between Workplace Stress and Quiet Quitting. This means that the level of stress experienced by employees at work does not indirectly influence their tendency to do quiet quitting through the work engagement variable. These findings are consistent with the research findings of [15], which showed that work stress levels do not always have a significant relationship with work engagement. Both studies explained that the influence of stress on work attitudes and behaviors is highly dependent on the organizational context, job characteristics, and the individual's capacity to manage stress. Therefore, these results reinforce the view that work engagement does not always function as a universal mediator between work stress and employee work behaviors, including quiet quitting.

### **The Influence of Emotional Exhaustion on Quiet Quitting Through Work Engagement.**

Based on the results of data analysis, the Estimate value was obtained at 0.065, T-statistics at 1.995, and P-value at 0.049, which indicates that the indirect effect between Emotional Exhaustion on Quiet Quitting through Work Engagement is statistically significant because the P-value is smaller than 0.05. This result indicates that Work Engagement acts as a partial mediator in the relationship, because the direct effect of Emotional Exhaustion on Quiet Quitting was also proven significant in previous tests. These findings support previous research conducted by [15], which showed that emotional exhaustion negatively impacts work engagement and indirectly increases employees' intention to withdraw from work responsibilities. Both studies also confirmed that work engagement serves as an important psychological mechanism linking emotional exhaustion to various forms of passive work behaviors such as quiet quitting and job withdrawal. Thus, these research findings strengthen empirical evidence that maintaining work engagement is a key factor in minimizing the negative impact of emotional exhaustion on employee behavior in the workplace .

## 5. Conclusion

The findings of this study indicate that workplace stress and emotional exhaustion are key psychological factors that significantly increase employees' tendency to engage in quiet quitting. Emotional exhaustion also contributes indirectly through reduced work engagement, while work engagement itself serves as a protective factor that decreases withdrawal behavior. Although workplace stress does not significantly affect engagement, its direct impact on quiet quitting suggests that stress influences employee behavior through other mechanisms, such as reduced satisfaction or perceived organizational support. These results imply that organizations must prioritize managing job demands, reducing excessive pressures, and strengthening psychological support systems to prevent emotional fatigue and disengagement. Enhancing work engagement through recognition, professional development, and supportive leadership is essential to maintain employee motivation and commitment. Overall, this study concludes that addressing stress and emotional exhaustion while fostering an engaging and supportive work environment is crucial for reducing quiet quitting and sustaining positive organizational performance.

## References

- [1] P. E. Pratiwi, S. Stanislaus, P. C. Pratiwi, and U. N. Semarang, 'The Tendency of Quiet Quitting Workers in Terms of Engagement and Well-Being at Work', *Journal of Psychology*, vol. 7, no. 2, pp. 132–143, 2023, doi: 10.26623/philanthropy.v7i2.7905.
- [2] T. Mahand and C. Caldwell, 'Quiet Quitting – Causes and Opportunities', *Business and Management Research*, vol. 12, no. 1, pp. 9–19, 2023, doi: 10.5430/bmr.v12n1p9.
- [3] Res.Asst and B. YIKILMAZ, 'QUIET QUITTING : A CONCEPTUAL INVESTIGATION', *Paper, Conference*, no. October, 2022.
- [4] B. Budi, A. Wiwiek, R. Adawiyah, and S. Zulaikha, 'Quiet Quitting Phenomenon among Gen Z : The Influence of Toxic Workplace Environment on Quiet Quitting Moderated by Organizational Commitment', *International Sustainable Competitiveness Advantage*, vol. 3, no. 1, pp. 172–187, 2023.
- [5] N. Pevec, 'The Concept of Identifying Factors of Quiet Quitting in Organizations : An Integrative Literature Review', *Izzivi prihodnosti / Challenges of the Future*, no. 2, pp. 128–147, 2023, doi: 10.37886/ip.2023.006.
- [6] S. Hamouche, C. Koritos, and A. Papastathopoulos, 'Quiet quitting: relationship with other concepts and implications for tourism and hospitality', *International Journal of Contemporary Hospitality Management*, vol. 35, no. 12, pp. 4297–4312, 2023, doi: 10.1108/IJCHM-11-2022-1362.
- [7] J. A. Manaroinsong, P. Kawatu, and W. Pingkan, 'Hubungan antara Stres Kerja dengan Kelelahan Kerja pada Pekerja di PT. Delta Pasific Indotuna Bitung', *Jurnal KESMAS*, vol. 11, no. 1, pp. 173–179, 2022.
- [8] H. Chen, O. C. Richard, O. D. Boncoeur, and D. L. Ford, 'Work engagement , emotional exhaustion , and counterproductive work behavior', *Journal of Business Research*, vol. 114, no. March, pp. 30–41, 2020, doi: 10.1016/j.jbusres.2020.03.025.
- [9] C. Karolina, P. Tommy, and Y. S. Suyasa, 'Hubungan kelelahan emosi dan work engagement: Peran resiliensi sebagai moderator', *Phronesis: Ilmiah Psikologi Terapan*, vol. 12, no. 2, pp. 30–38, 2023.

- [10] S. A. Subiantoro and E. Lataruva, 'DPENGARUH JOB INSECURITY DAN JOB STRESS TERHADAP WORK ENGAGEMENT DENGAN SELF-EFFICACY SEBAGAI VARIABEL MODERATING (Studi pada Karyawan Tetap PT. Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko (Persero) Yogyakarta)', *DIPONEGORO JOURNAL OF MANAGEMENT*, vol. 11, no. 2011, pp. 1–14, 2022.
- [11] Puskopdit Indonesia, 'Laporan Pusat Kopoessi Kredit Indonesia', 2021.
- [12] R. C. K. Raharja, *Laporan Koperasi Simpan Pinjam (KSP) CU Kridha Raharja Bawen*. 2024.
- [13] J. R. Edwards and N. P. Rothbard, 'Mechanisms linking work and family: Clarifying the relationship between work and family constructs', *Academy of Management Review*, vol. 25, no. 1, pp. 178–199., 2000.
- [14] E. Demerouti, A. B. Bakker, F. Nachreiner, and W. B. Schaufeli, 'The job demands–resources model of burnout', *Journal of Applied Psychology*, vol. 86, no. 3, pp. 499–512, 2021, doi: <https://doi.org/10.1037/0021-9010.86.3.499>.
- [15] S. Formica and F. Sfodera, 'The Great Resignation and Quiet Quitting paradigm shifts: An overview of current situation and future research directions', *Journal of Hospitality Marketing and Management*, vol. 31, no. 8, pp. 899–907, 2022, doi: 10.1080/19368623.2022.2136601.
- [16] B. Liu-Lastres, O. M. Karatepe, and F. Okumus, 'Combating quiet quitting: implications for future research and practices for talent management', *International Journal of Contemporary Hospitality Management*, vol. 36, no. 1, pp. 13–24, 2024, doi: 10.1108/IJCHM-08-2023-1317.
- [17] E. Anggriyanti, J. Sasmita, and D. Chairilsyah, 'Kelelahan Kerja Yang Dirasakan Pegawai Dan Dampaknya Terhadap Keterikatan Dengan Pekerjaan: Sebuah Studi Pada Dinas Perhubungan Kabupaten Bandung', *Management Studies and Entrepreneurship Journal*, vol. 4, no. 4, pp. 4326–4338, 2023.
- [18] S. Srivastava, A. Saxena, V. Kapoor, and A. Qadir, 'Sailing through silence: exploring how negative gossip leaves breeding grounds for quiet quitting in the workplace', *International Journal of Conflict Management*, vol. 35, no. 4, pp. 733–755, 2024, doi: 10.1108/IJCM-07-2023-0139.
- [19] I. S. Kurniawan, E. Yulianto, H. Hamid, and F. D. Ardiyanto, 'Mediating Emotional Exhaustion on the Effect of Workload on Quiet Quitting', *Grenze International Journal of Engineering and Technology*, vol. 2012, 2024.
- [20] E. Aydin and A. Azizoğlu, Ö., 'A new term for an existing concept: Quiet quitting—a selfdetermination perspective. In International Congress on Critical Debates in Social Sciences', Conference Paper · December 2022, 2022, p. (pp. 285-295).
- [21] J. B. Labitad, 'A Study on the Antecedents of Employee Engagement : Evidence from a Private Higher Education Institution', *Journal of Tertiary Education and Learning (JTEL)*, vol. 3, no. 2, pp. 2994–4015, 2025.
- [22] M. K. Barkhowa and T. Widodo, 'PENGARUH JOB DEMANDS TERHADAP WORK ENGAGEMENT MELALUI BURNOUT KARYAWAN INDUSTRI MANUFAKTUR DI SALATIGA', *URNAL STIE SEMARANG*, vol. 12, no. 2, 2020.
- [23] A. Serenko, 'The human capital management perspective on quiet quitting : recommendations for employees , managers , and national policymakers', *URNAL OF KNOWLEDGE MANAGEMENT*, no. April, 2023, doi: 10.1108/JKM-10-2022-0792.

**Open Access** This chapter is licensed under the terms of the Creative Commons Attribution-NonCommercial 4.0 International License (<http://creativecommons.org/licenses/by-nc/4.0/>), which permits any noncommercial use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license and indicate if changes were made.

The images or other third party material in this chapter are included in the chapter's Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the chapter's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder.

