

SYSTEMATIC LITERATURE REVIEW ON THE INFLUENCE OF ORGANIZATIONAL AND PERSONAL FACTORS ON QUIET QUITTING WITH EMPLOYEE WELL BEING AS A MEDIATING VARIABLE

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Abstract:

This study aims to analyze the influence of organizational and personal factors on quiet quitting behavior with employee well-being as a mediating variable through a Systematic Literature Review approach. The study was conducted to understand the growing phenomenon of employee disengagement in modern workplaces and identify the factors contributing to reduced work involvement. The review process used the PRISMA method by collecting articles from several academic databases, including Google Scholar, Scopus, ScienceDirect, Emerald Insight, and SpringerLink. A total of 226 articles were initially identified, and after the screening and eligibility process, 10 main journal articles published between 2022–2026 were selected for analysis, supported by 17 additional references. The findings indicate that organizational factors such as perceived organizational support, workload, leadership, organizational culture, and quiet firing significantly influence employee well-being and quiet quitting behavior. Personal factors including psychological capital, motivation, emotional intelligence, and resilience also affect employees' ability to manage stress and maintain work engagement. The study further reveals that employee well-being plays an important mediating role between organizational and personal factors and quiet quitting behavior. Employees with positive well-being tend to demonstrate stronger commitment, higher engagement, and better emotional attachment to their work. The study highlights the importance of supportive organizational practices and psychological resources in reducing quiet quitting behavior and improving employee well-being in the workplace.

Keywords: Quiet Quitting; Employee Well-Being; Organizational Factors; Personal Factors; Work Engagement

Abstrak:

Penelitian ini bertujuan untuk menganalisis pengaruh faktor organisasi dan faktor personal terhadap perilaku quiet quitting dengan employee well-being sebagai variabel mediasi melalui pendekatan Systematic Literature Review. Penelitian dilakukan untuk memahami fenomena menurunnya keterlibatan kerja karyawan yang semakin meningkat pada lingkungan kerja modern serta mengidentifikasi faktor-faktor yang memengaruhinya. Proses peninjauan menggunakan metode PRISMA dengan pengumpulan artikel dari beberapa database akademik seperti Google Scholar, Scopus, ScienceDirect, Emerald Insight, dan SpringerLink. Sebanyak 226 artikel berhasil diidentifikasi pada tahap awal, kemudian setelah proses screening dan uji kelayakan diperoleh 10 artikel jurnal utama periode 2022–2026 yang digunakan dalam analisis serta didukung oleh 17 sumber tambahan. Hasil penelitian menunjukkan bahwa faktor organisasi seperti perceived organizational support, beban kerja, kepemimpinan, budaya organisasi, dan quiet firing berpengaruh terhadap employee well-being dan perilaku quiet quitting. Faktor personal seperti psychological capital, motivasi kerja, emotional intelligence, dan resilience juga memengaruhi kemampuan karyawan dalam mengelola stres dan mempertahankan keterlibatan kerja. Penelitian ini juga menemukan bahwa employee well-being memiliki peran mediasi yang penting antara faktor organisasi, faktor personal, dan quiet quitting. Karyawan dengan kondisi well-being yang baik cenderung memiliki komitmen, keterlibatan kerja, dan keterikatan emosional yang lebih tinggi terhadap pekerjaannya. Penelitian ini menegaskan pentingnya dukungan organisasi dan penguatan sumber daya psikologis untuk mengurangi perilaku quiet quitting serta meningkatkan kesejahteraan karyawan di lingkungan kerja.

Kata Kunci: Quiet Quitting; Employee Well-Being; Faktor Organisasi; Faktor Personal; Keterlibatan Kerja

1. Introduction

The phenomenon of quiet quitting has become one of the most widely discussed issues in the modern workplace because it is associated with declining employee engagement at work. Quiet quitting describes a condition in which employees only perform their minimum job responsibilities without providing extra effort, emotional involvement, or additional initiative in their work (Xu et al., 2025). This condition is not always marked by actual resignation, but it can be seen through decreasing motivation, enthusiasm, and commitment toward the organization. The phenomenon has increasingly appeared across various work sectors due to high work pressure, changes in work culture, and growing employee attention toward work-life balance. This situation has led organizations to realize that employee engagement is not only influenced by individual abilities, but also by a work environment that supports employee well-being (Rouse et al., 2026).

The increasing phenomenon of quiet quitting is also closely related to employee well-being that has not been optimally achieved within organizations. Employee well-being is not only related to physical health, but also includes psychological health, work comfort, satisfaction, and employees' ability to maintain balance between work and personal life. Employees who experience excessive work pressure, emotional exhaustion, and lack of organizational support tend to show disengagement behavior at work (Deniz, 2025). An unhealthy work environment can lead to burnout, emotional exhaustion, and an increased tendency for employees to psychologically withdraw from their jobs (Liu et al., 2026). This condition indicates that employee well-being plays an important role in maintaining productivity, loyalty, and organizational sustainability.

Organizational factors are one of the main aspects influencing the emergence of quiet quitting in the workplace. Leadership style, organizational communication, work culture, workload, and organizational support can shape employees' work experiences. Organizations that have open communication, supportive leadership, and healthy work environments tend to improve employee engagement and job satisfaction (Xu et al., 2025). On the other hand, high work pressure, inflexible work systems, and lack of appreciation for employee contributions can trigger declining work motivation. In addition, work environments that focus solely on results without considering employees' psychological conditions can increase employees' tendency to emotionally withdraw from their work (Deniz, 2025).

Besides organizational factors, personal factors also influence quiet quitting behavior. Personal factors include individuals' ability to manage work pressure, motivation, emotional intelligence, resilience, and psychological capital. Individuals who have good emotional management skills and psychological resilience are generally more capable of dealing with work pressure and maintaining engagement in their jobs. In contrast, individuals who experience prolonged emotional exhaustion are more likely to experience declining motivation and lose attachment to their organizations (Liu et al., 2026). Psychological conditions have become increasingly important because modern work patterns require employees to adapt quickly to job pressure and rapidly changing work environments.

Research on quiet quitting continues to develop, but most previous studies have focused on certain factors separately. Some studies emphasize the influence of leadership and work environment on employee engagement, while others only discuss burnout, turnover intention, or work withdrawal behavior (Xu et al., 2025). Studies that integrate organizational factors, personal factors, employee well-being, and quiet quitting in one framework are still relatively limited. In addition, discussions regarding employee well-being as a mediating variable have not been comprehensively explored (Deniz, 2025). Therefore, the novelty of this study lies in its attempt to synthesize previous findings into an integrated framework that explains how organizational and personal factors influence quiet quitting through employee well-being.

This study is important because quiet quitting can have long-term impacts on organizational productivity, service quality, and human resource sustainability within companies. Organizations need to understand the factors influencing employee engagement in order to create healthy work environments that support employee well-being. Through a Systematic Literature Review approach, this study is expected to provide a more structured understanding regarding the influence of organizational factors and personal factors on quiet quitting with employee well-being as a mediating variable. The findings are also expected to become a reference for organizations in developing human resource management strategies that are more adaptive to the challenges of the modern workplace.

2. Literature Review

2.1. *Quiet Quitting*

Quiet quitting refers to a condition in which employees remain in the company but only perform tasks according to their minimum responsibilities without providing additional effort. This behavior emerges when employees begin to lose emotional attachment to their work and organization. Quiet

quitting does not always mean that employees are lazy or unproductive, but rather reflects a form of psychological withdrawal caused by work pressure, exhaustion, or lack of organizational support (Kim & Sohn, 2024). This phenomenon has become more visible after changes in work patterns following the pandemic, where many employees have become more concerned about work-life balance and mental health (Basha & Pathania, 2025).

The characteristics of quiet quitting can be identified through declining work enthusiasm, low participation in organizational activities, and reduced initiative in completing tasks. Employees tend to work only within working hours without the desire to provide extra contributions. This condition is also marked by low emotional involvement, loss of motivation, and the emergence of disengagement attitudes toward work (Kim & Sohn, 2024). In addition, quiet quitting is often associated with burnout, emotional exhaustion, and long-term work stress (Basha & Pathania, 2025). When job demands become too high while organizational support remains low, employees are more likely to experience declining work engagement.

Quiet quitting can create negative impacts for both employees and organizations. For organizations, this condition may reduce productivity, work quality, innovation, and increase turnover intention (Kim & Sohn, 2024). Organizations also face the risk of declining employee commitment and weakening work culture due to lower employee involvement. From an individual perspective, quiet quitting may affect job satisfaction, psychological health, and social relationships in the workplace. In the long term, this condition may lead to increased work stress, emotional exhaustion, and declining employee well-being overall (Basha & Pathania, 2025).

2.2. *Employee Well-Being*

Employee well-being refers to the condition of employee welfare that includes physical, psychological, emotional, and social aspects within the workplace. This concept is not only related to physical health, but also to how employees experience comfort, satisfaction, and quality of life while working (Simone & Franco, 2023). Employee well-being has become an important part of organizations because it influences work behavior, engagement, and employee productivity. Employees with good levels of well-being are generally more capable of handling work pressure, maintaining motivation, and sustaining positive relationships within the organization. In contrast, low well-being may trigger stress, burnout, and declining work quality (Naveen & Lakshmikanthan, 2024).

Employee well-being consists of several interconnected dimensions. The physical dimension relates to body health, energy, and safe working conditions. The psychological dimension includes mental health, stress management, life satisfaction, and individuals' ability to cope with work pressure (Simone & Franco, 2023). The social dimension is related to social support, relationships among coworkers, communication, and a sense of belonging within the organization. In addition, the emotional dimension is associated with positive feelings, motivation, and comfort at work (Naveen & Lakshmikanthan, 2024). All of these dimensions shape the quality of work life that influences the balance between employees' work and personal lives.

Employee well-being plays an important role in supporting organizational success. Organizations that pay attention to employee welfare tend to have higher levels of productivity, loyalty, and employee engagement (Simone & Franco, 2023). A healthy work environment also helps reduce work stress, absenteeism, burnout, and turnover intention. In the context of modern organizations, well-being can be understood not only as a short-term response to work pressure, but also as a long-term foundation for maintaining employee capacity, motivation, and organizational sustainability. Therefore, employee well-being becomes an important concept that connects organizational conditions, personal resources, and employee work behavior.

2.3. *Organizational Factors*

Organizational factors refer to conditions within the organization that influence employees' work experiences, attitudes, and engagement. In the discussion of quiet quitting, organizational factors are important because employees' withdrawal behavior often emerges not only from individual problems, but also from how the organization manages workload, leadership, support systems, communication, and work culture. In this study, organizational factors are viewed as external resources that can either strengthen employee well-being or increase psychological pressure. This perspective is important because organizations that only focus on short-term performance targets without considering employee well-being may indirectly increase disengagement and quiet quitting behavior.

2.3.1. *Perceived Organizational Support*

Perceived organizational support refers to employees' perceptions regarding how far the organization values their contributions and cares about their well-being. Employees who feel supported by the organization generally show higher job satisfaction, stronger emotional attachment, and better work engagement (Singh et al., 2025). Organizational support can be reflected through fair treatment,

appreciation for employee contributions, career development opportunities, and attention to employee needs. A supportive work environment also helps employees feel more secure and motivated in carrying out their responsibilities. When employees perceive low organizational support, they are more likely to experience dissatisfaction, emotional exhaustion, and disengagement from work (Annasihi & Syaebani, 2026).

Organizational support also plays an important role in reducing the tendency of quiet quitting behavior. Employees who feel appreciated by their organization are usually more willing to contribute beyond their formal job responsibilities. In contrast, a lack of support may cause employees to psychologically withdraw and only complete minimum work requirements (Singh et al., 2025). In this sense, organizational support is not only a short-term effort to increase satisfaction, but also a long-term strategy to maintain employee capacity, emotional attachment, and work commitment. Supportive organizational practices can strengthen employee well-being and encourage employees to maintain commitment toward organizational goals (Annasihi & Syaebani, 2026).

2.3.2. *Leadership*

Leadership is one of the organizational factors that strongly influences employee well-being and work behavior. Leaders who are able to communicate effectively, provide support, and involve employees in decision-making tend to create healthier and more productive work environments. Leadership not only focuses on achieving organizational targets, but also on how leaders manage relationships and employee welfare. Employees who work under supportive leadership are generally more motivated, confident, and engaged in their work activities (Junianti & Rony, 2023). Leadership that emphasizes employee development and flexibility can also improve employee adaptability in facing workplace challenges.

Leadership style also affects employees' emotional conditions and attitudes toward work. Leaders who only focus on performance targets without considering employee conditions may increase stress and emotional exhaustion among workers. On the other hand, transformational and adaptive leadership can encourage positive work experiences and strengthen employee commitment (Jayanto et al., 2025). In developing organizational contexts where work pressure, limited resources, and institutional challenges may be more visible, leadership support becomes even more important in maintaining employee motivation and well-being. Positive leadership practices contribute to stronger employee well-being and reduce the possibility of employees engaging in quiet quitting behavior (Junianti & Rony, 2023).

2.3.3. *Work Environment*

The work environment describes the physical, social, and psychological conditions experienced by employees in the workplace. A positive work environment can improve comfort, communication, collaboration, and employee motivation. Employees tend to feel more engaged when they work in environments that support teamwork, openness, and mutual respect (Jayanto et al., 2025). Work environments that provide flexibility, clear communication, and fair treatment also help employees maintain a healthy balance between work and personal life. A supportive environment encourages employees to feel valued and emotionally connected to the organization.

In contrast, unhealthy work environments may create stress, dissatisfaction, and withdrawal behavior among employees. Toxic organizational culture, poor communication, lack of appreciation, and limited career opportunities often contribute to declining employee engagement (Putra & Palupi, 2025). Employees who continuously experience negative work environments may gradually reduce their involvement and only perform minimum responsibilities. The work environment therefore should not only be understood as a physical workplace, but also as a governance and organizational system that shapes employee experiences. Psychological discomfort within the workplace can also increase emotional exhaustion and reduce employee well-being (Kim & Sohn, 2024).

2.3.4. *Workload*

Workload refers to the amount of tasks and responsibilities assigned to employees within a certain period. Appropriate workload distribution is important because excessive workload can negatively affect employee health, productivity, and psychological conditions. Employees who experience high workload pressure often face stress, fatigue, and difficulty maintaining work-life balance (Falah & Palupi, 2025). Long working hours and excessive responsibilities may also reduce job satisfaction and employee motivation. When workload exceeds employees' capabilities, it becomes difficult for them to maintain positive engagement with their work.

Heavy workload is closely related to burnout, emotional exhaustion, and quiet quitting behavior. Employees who continuously face excessive work demands without adequate organizational support tend to experience declining well-being (Putra & Palupi, 2025). In many cases, employees respond by limiting their effort to only completing core responsibilities as a form of psychological self-protection. From a critical perspective, workload management is not only related to task distribution, but also to how

organizations design work systems, provide resources, and support employee recovery. Therefore, organizations need to manage workload effectively to maintain employee well-being and prevent disengagement in the workplace.

2.4. *Personal Factors*

Personal factors refer to individual resources that influence how employees respond to job demands, workplace pressure, and organizational conditions. These factors are important because employees may experience the same work environment differently depending on their psychological capital, motivation, emotional intelligence, and resilience. Personal factors can support short-term performance by helping employees complete tasks effectively, but they also contribute to long-term capacity development by strengthening psychological stability, adaptability, and work engagement. Therefore, personal factors need to be understood as internal resources that interact with organizational support in reducing quiet quitting behavior.

2.4.1. *Psychological Capital*

Psychological capital refers to an individual's positive psychological capacity in facing challenges and pressures in the workplace. This concept includes self-confidence, optimism, hope, and resilience that help employees maintain positive attitudes during difficult situations. Employees with strong psychological capital are generally more capable of adapting to organizational changes and handling work stress effectively. Positive psychological conditions also encourage employees to remain motivated and engaged in their work responsibilities. In contrast, employees with low psychological capital are more vulnerable to burnout, emotional exhaustion, and disengagement from work (Chen et al., 2024).

Psychological capital also contributes to employee well-being and organizational commitment. Employees who have higher confidence and optimism tend to demonstrate better emotional stability and stronger work engagement. Positive psychological resources help employees manage pressure and reduce the risk of turnover intention. In many cases, psychological capital functions as an internal resource that protects employees from the negative effects of excessive job demands (Bakker et al., 2023). Strong psychological resources can help employees maintain productivity and avoid quiet quitting behavior even under stressful working conditions.

2.4.2. *Motivation*

Motivation is an internal drive that encourages employees to achieve goals and perform their work responsibilities effectively. Employee motivation can be influenced by rewards, career opportunities, organizational support, and personal satisfaction in the workplace. Employees with high motivation usually show stronger commitment, greater enthusiasm, and higher involvement in organizational activities. Motivation also affects employees' willingness to contribute beyond their formal responsibilities and maintain positive work performance. When motivation decreases, employees tend to lose interest in their work and reduce their level of engagement (Sitorus & Rachmawati, 2024).

Low motivation is closely associated with the emergence of quiet quitting behavior. Employees who no longer feel valued or supported by the organization may only complete minimum work requirements without showing additional effort. Work environments that fail to provide recognition, career development, or emotional support often contribute to declining motivation among employees. In this context, motivation should not only be seen as an individual attitude, but also as the result of interaction between personal goals and organizational conditions. Maintaining employee motivation is important because it directly influences well-being, productivity, and organizational sustainability.

2.4.3. *Emotional Intelligence*

Emotional intelligence refers to an individual's ability to recognize, understand, manage, and control emotions in themselves and others. Employees with good emotional intelligence are generally more capable of handling stress, resolving conflicts, and building positive relationships in the workplace. Emotional intelligence also helps employees maintain emotional stability during challenging work situations. Individuals who can manage emotions effectively tend to communicate better and adapt more easily to organizational changes. Strong emotional management contributes to healthier work experiences and improves interpersonal relationships within organizations (Chen et al., 2024).

Emotional intelligence plays an important role in preventing emotional exhaustion and disengagement at work. Employees who struggle to manage emotional pressure are more likely to experience stress, frustration, and declining work involvement. In contrast, employees with high emotional intelligence are usually more resilient in facing work demands and maintaining positive attitudes toward their responsibilities. Emotional intelligence also supports employee well-being by helping individuals maintain psychological balance and reduce negative emotional reactions (Bakker et al., 2023). These abilities become increasingly important in modern workplaces that involve high interaction, pressure, and rapid organizational changes.

2.4.4. *Resilience*

Resilience is the ability of individuals to recover, adapt, and remain stable when facing difficulties or stressful situations. In the workplace, resilience helps employees manage work pressure, uncertainty, and organizational changes without experiencing severe psychological decline. Employees with high resilience tend to maintain positive performance and emotional balance even under challenging conditions. Resilient employees are also more capable of finding solutions to problems and sustaining motivation during periods of stress. This ability supports employees in maintaining long-term engagement within organizations (Chen et al., 2024).

Resilience is closely related to employee well-being and resistance to burnout. Employees who lack resilience are generally more vulnerable to emotional exhaustion, work stress, and withdrawal behavior. On the other hand, resilient individuals are better prepared to cope with excessive workloads and difficult work environments. Resilience also functions as a personal resource that strengthens employees' ability to protect their psychological health during stressful situations (Bakker et al., 2023). Organizations that support employee resilience through positive work environments and psychological support can help reduce the risk of quiet quitting behavior.

2.5. *Supporting Theories*

The theories used in this study help explain the relationship between organizational factors, personal factors, employee well-being, and quiet quitting. These theories are not only used as separate explanations, but also as a foundation for understanding how workplace conditions and individual resources interact. Conservation of Resources Theory explains how employees protect psychological resources, Social Exchange Theory explains reciprocal relationships between employees and organizations, while Job Demands-Resources Theory explains the balance between work demands and available resources. Together, these theories support the integrated framework of this study.

2.5.1. *Conservation of Resources Theory*

Conservation of Resources Theory explains that individuals continuously attempt to obtain, maintain, and protect valuable resources, including psychological energy, emotional stability, and social support. Stress occurs when individuals experience resource loss or when the resources they invest do not produce expected outcomes. In the workplace, excessive job demands, burnout, and emotional exhaustion can gradually reduce employees' psychological resources (Bakker et al., 2023). Employees who continuously experience resource depletion may show withdrawal behavior, declining engagement, and reduced motivation at work. This theory is often used to explain how burnout and work pressure influence employee well-being and turnover intention (Chen et al., 2024).

According to this theory, employees who possess sufficient personal and organizational resources are generally more capable of handling stress and maintaining positive work behavior. Psychological capital, social support, and healthy work environments function as important resources that protect employees from emotional exhaustion. When employees fail to recover lost resources, they may enter a cycle of stress and disengagement that increases the likelihood of quiet quitting behavior. Conservation of Resources Theory also emphasizes the importance of organizational support in helping employees maintain emotional and psychological balance (Chen et al., 2024). This perspective explains why employee well-being becomes an important mediating factor between organizational conditions and employee behavior.

2.5.2. *Social Exchange Theory*

Social Exchange Theory explains that relationships between employees and organizations are built through reciprocal exchanges. Employees who receive support, appreciation, and fair treatment from organizations tend to respond with positive attitudes, loyalty, and stronger work engagement (Sulistiyani et al., 2022). Conversely, employees who feel neglected or treated unfairly are more likely to reduce their involvement and commitment toward the organization. The theory highlights that employee behavior is influenced by how they perceive organizational treatment and interpersonal relationships in the workplace. Positive exchanges between organizations and employees create trust and encourage stronger emotional attachment (Kilroy et al., 2023).

In organizational settings, Social Exchange Theory is often used to explain the relationship between organizational support, leadership, employee engagement, and work behavior. Employees tend to provide additional effort and commitment when they believe the organization values their contributions and cares about their well-being. On the other hand, lack of support and poor treatment may encourage disengagement and quiet quitting behavior. Frontline leadership, communication quality, and organizational support become important factors in shaping reciprocal relationships within organizations (Kilroy et al., 2023). This theory also supports the idea that employee well-being can strengthen positive exchanges between employees and organizations.

2.5.3. *Job Demands-Resources Theory*

Job Demands-Resources Theory explains that every job contains demands and resources that influence employee well-being and work behavior. Job demands include workload, emotional pressure, role conflict, and other aspects requiring continuous physical or psychological effort. Meanwhile, job resources include organizational support, leadership, autonomy, and opportunities for development that help employees achieve work goals and reduce stress. Excessive job demands without sufficient resources may lead to burnout, emotional exhaustion, and declining work engagement (Bakker et al., 2023). This theory is widely used to explain how work environments affect employee motivation and psychological conditions.

The theory also explains that job resources can reduce the negative effects of work pressure and strengthen employee engagement. Employees who receive adequate support and resources are generally more capable of handling job demands and maintaining well-being. In contrast, employees facing high workload and limited resources are more likely to experience stress and withdrawal behavior. Job Demands-Resources Theory helps explain the relationship between organizational factors, employee well-being, and quiet quitting behavior (Falah & Palupi, 2025). This framework also supports the idea that employee well-being acts as an important mechanism connecting workplace conditions with employee attitudes and behavior.

3. Research Methods

3.1. *Research Design*

This study used the Systematic Literature Review (SLR) method to identify, evaluate, and synthesize previous studies related to organizational factors, personal factors, quiet quitting, and employee well-being. The SLR approach was chosen to obtain a comprehensive understanding of the relationships among variables discussed in previous research. This method was also used to identify research patterns, compare previous findings, and build a clearer synthesis regarding the role of employee well-being as a mediating variable.

3.2. *Article Search Database*

The articles used in this study were obtained from several academic databases, including Google Scholar, ScienceDirect, Emerald Insight, SpringerLink, MDPI, Taylor & Francis, and Frontiers. The article search was conducted in 2026 by focusing on international and national journal articles published between 2022 and 2026. These databases were selected because they provide broad access to studies related to management, human resource management, organizational behavior, psychology, and workplace studies.

3.3. *Search Keywords*

The article search process used several keywords related to the research topic, including “quiet quitting,” “employee well-being,” “organizational support,” “psychological capital,” “employee disengagement,” “leadership,” and “work environment.” The keywords were adjusted and combined using Boolean operators to obtain articles that matched the research objectives. The search strings used included “quiet quitting” AND “employee well-being,” “quiet quitting” AND “organizational support,” “quiet quitting” AND “psychological capital,” “employee disengagement” AND “leadership,” and “quiet quitting” AND “work environment.”

3.4. *Inclusion and Exclusion Criteria*

The inclusion criteria in this study were journal articles published between 2022 and 2026, available in full text, written in English or Indonesian, and discussing quiet quitting, employee well-being, organizational factors, or personal factors. Articles were also included when they had a clear research method, relevant variables, and findings that supported the purpose of this study. Meanwhile, articles that were duplicated, inaccessible in full text, not relevant to the research topic, not published in journals, or did not directly discuss the relationship between the selected variables were excluded from the review process.

3.5. *SLR Stages*

The SLR process was conducted through several stages consisting of identification, screening, eligibility, and included using the PRISMA approach. At the identification stage, 226 articles were collected from the initial search process across the selected databases. After removing duplicate articles, the remaining articles were screened based on title, abstract, publication year, and relevance to the topic. Articles that did not discuss quiet quitting, employee well-being, organizational factors, or personal factors were eliminated at this stage. The eligibility stage was then carried out by reading the full text and assessing the suitability of each article with the inclusion criteria. After the screening and eligibility process, 10 main journal articles that matched the research objectives were selected for detailed analysis, while 17 additional references were used to support the theoretical discussion.

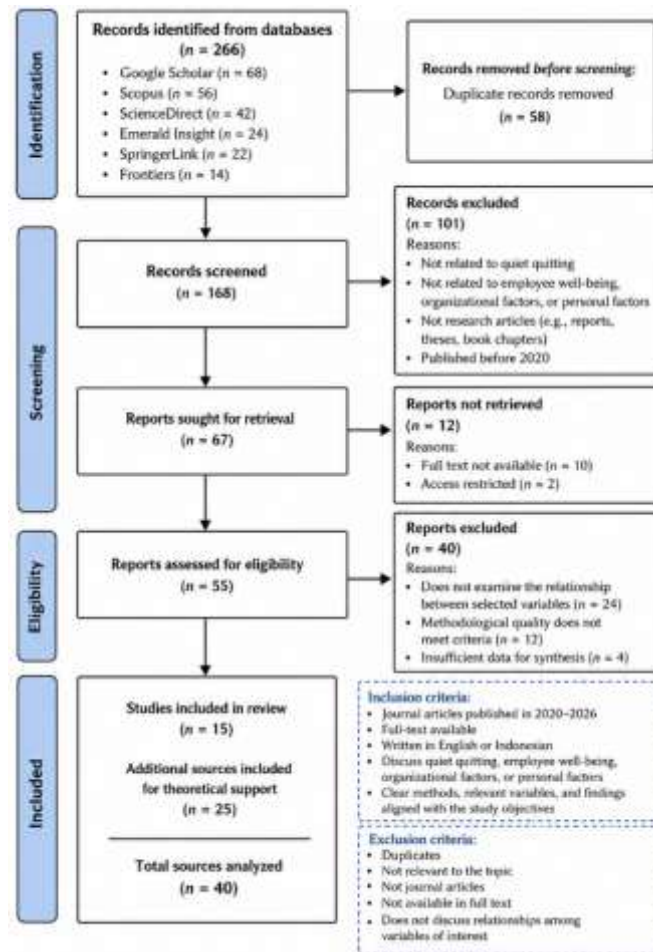


Figure 1. PRISMA Flow Diagram

3.6. Data Analysis Technique

The data analysis process used content analysis, literature mapping, and thematic analysis to identify patterns, similarities, and differences among previous studies. The analysis was conducted through several coding stages. First, relevant information from each article, such as author, year, variables, method, sample, and findings, was recorded in a literature review matrix. Second, the findings were grouped into several themes, including organizational factors, personal factors, employee well-being, and quiet quitting behavior. Third, the themes were compared to identify relationships, recurring patterns, and differences among the selected studies. A quality appraisal was also conducted by considering the clarity of research objectives, method, data analysis, relevance of findings, and contribution of each article to the research topic. The findings from the selected articles were then synthesized to explain the influence of organizational and personal factors on quiet quitting with employee well-being as a mediating variable.

4. Results and Discussion

4.1. Research Results

The article selection process in this study was conducted systematically using the PRISMA approach. The initial search identified 226 articles collected from several academic databases, including Google Scholar, Scopus, ScienceDirect, Emerald Insight, and SpringerLink. After the screening stage based on titles, abstracts, publication years, and relevance to the research topic, 67 articles were considered suitable for further review. The eligibility process was then carried out by examining the full text of each article to ensure alignment with the variables discussed in this study. As a result, 15 main journal articles published between 2022–2026 were selected as the core studies in the Systematic Literature Review, while several additional supporting references were used to strengthen the theoretical and conceptual discussion.

The reviewed studies generally discuss the relationship between human resource development (HRD), competency development, staff capacity building, employee engagement, organizational

support, and organizational performance in both public and private sector institutions. Most studies applied quantitative approaches using SEM, regression analysis, questionnaires, and cross-sectional surveys, while several studies employed qualitative methods and systematic literature reviews. The reviewed literature also reflects growing attention toward competency-based HRD, leadership support, digital transformation, employee well-being, and organizational culture in improving employee performance and public service quality.

Table 1. Literature Review of Selected Articles

No	Authors	Year	Variables	Method	Results
1	Carolina Margaretha & Hana Panggabean	2025	Job satisfaction, quiet quitting, organizational justice	Quantitative study using path analysis on 182 Generation Z employees through online questionnaires.	Job satisfaction influenced quiet quitting through the mediation of organizational justice. Organizational justice played an important role in reducing quiet quitting among Generation Z employees.
2	Fajrul Falah & Majang Palupi	2025	Work overload, quiet quitting, well-being, job stress	Quantitative study using SEM-PLS on 164 lecturers at UIN Siber Syekh Nurjati Cirebon.	Employee well-being significantly affected quiet quitting behavior. Work overload and job stress did not significantly influence quiet quitting and showed no mediating effect.
3	Melissa Gilbert Sitorus & Riani Rachmawati	2024	Quiet quitting intention, work engagement, job satisfaction	Quantitative study on 405 Indonesian banking employees using questionnaires and PLS-SEM analysis.	Work engagement and job satisfaction negatively affected quiet quitting intention. Working conditions, job security, and organizational support also influenced employees' quiet quitting intention.
4	Prentice, Dominique-Ferreira, Wang, Tuominen, Duarte, & Rocha	2025	Work-family conflict, work-leisure conflict, employee well-being, burnout, quiet quitting	Quantitative study on 175 hotel employees in Portugal using SEM with Mplus.	Work-life conflicts increased burnout and reduced employee well-being. Burnout and low well-being contributed to quiet quitting behavior.
5	Satriawan, Hidayat, & Utami	2025	Quiet quitting, perceived career support, work engagement, employee performance	Quantitative survey on 125 Generation Z employees in creative agencies using multiple linear regression.	Quiet quitting negatively affected employee performance. Perceived career support and work engagement improved employee performance.
6	Wijaya, Hasanati, & Hidayatullah	2026	Quiet quitting, burnout, employee engagement, organizational support, workload	Systematic Literature Review using the PRISMA guideline on 8 empirical studies from 2021–2024.	Quiet quitting was influenced by burnout and low employee engagement. Organizational factors such as workload, leadership, and low organizational support also contributed to quiet quitting.
7	Khan	2025	Perceived organizational support, psychological empowerment, work engagement	Quantitative study on 102 Generation Z employees using multiple linear regression analysis.	Perceived organizational support significantly improved work engagement. Psychological empowerment also positively influenced employee engagement.

8	Veren, Zamralita, & Putra	2026	Challenge stress, hindrance stress, quiet quitting	Quantitative correlational study on 212 Generation Z employees in Indonesia using online surveys and Pearson correlation analysis.	Challenge stress showed a negative relationship with quiet quitting. Hindrance stress was positively associated with quiet quitting behavior.
9	Singh et al.	2025	Perceived organizational support, role conflict, job satisfaction, quiet quitting	Quantitative survey on 603 teachers in India using SEM and regression analysis.	Perceived organizational support reduced quiet quitting behavior. Role conflict increased quiet quitting, while job satisfaction acted as a mediating variable.
10	Annasihi & Syaebani	2026	Quiet firing, perceived organizational support, psychological capital, employee well-being, quiet quitting	Quantitative study using SEM-LISREL on 300 Generation Z employees in a port service company.	Quiet firing positively influenced quiet quitting behavior. Perceived organizational support and psychological capital improved employee well-being and reduced quiet quitting through mediation effects.
11	Geru, Birbirsa, & Dinber	2025	Selective staffing practices, intellectual capital, organizational performance	Quantitative study using cross-sectional design with SEM and AMOS on 402 public sector employees in Ethiopia.	Selective staffing practices positively improved human, social, and organizational capital. Intellectual capital significantly enhanced organizational performance and fully mediated the relationship between staffing practices and organizational performance.
12	Ana Sofia Lopes, Ana Sargento, & Joana Farto	2023	Digital skills, professional training, digital literacy, training needs, demographic and professional characteristics	Quantitative study using online questionnaires on 573 public sector workers in Portugal, analyzed with probabilistic regression and statistical analysis.	Most public sector employees had low digital knowledge and limited participation in digital training. Digital training improved employees' skills, productivity, and adaptability to digital transformation in public services.
13	Mariana Lopes de Araújo, Pedro Paulo Murce Menezes, & Gisela Demo	2022	Competency-Based Management (CM), organizational factors, departmental factors, strategic HR role, CM implementation initiatives	Qualitative study using document analysis, semi-structured interviews, and social network analysis in six Brazilian public organizations.	Organizational culture, lack of management support, limited resources, and complex systems were major challenges in implementing Competency-Based Management. Strategic HR roles and teamwork helped improve implementation effectiveness.
14	Zolak Poljašević, Gričnik, & Šarotar Žižek	2025	HRM reform, resistance to change, institutional barriers, politicization,	Structured Literature Review	HRM reforms in public administration were strongly influenced by bureaucracy, political factors, and institutional resistance. Digitalization, strategic HRM,

			public administration performance	and transparent recruitment systems were important to improve public sector performance.
15	Silva & Rodrigues	2025	Training, competency acquisition, performance appraisal, career progression, job satisfaction	Quantitative cross-sectional study using questionnaires from 340 public sector employees in Portugal with sequential mediation analysis. Training positively improved employee competencies, which enhanced performance appraisal and career progression opportunities. These factors increased job satisfaction and supported better organizational performance in the public sector.

Based on the selected studies, several recurring patterns were identified regarding the importance of HRD interventions, competency development, organizational support, employee well-being, and employee engagement in influencing organizational performance and workplace behavior. The findings indicate that competency development, structured training, leadership support, work engagement, and employee well-being consistently contribute to stronger employee capacity and better organizational outcomes. Meanwhile, poor organizational support, excessive workload, burnout, and weak organizational culture frequently contribute to disengagement, declining motivation, and reduced work performance.

The reviewed studies also demonstrate that HRD interventions are no longer limited to traditional training activities but increasingly include competency-based HRD, digital HR systems, continuing education, mentoring, leadership development, technical guidance, and talent management systems. Several studies emphasize that competency acquisition functions as an important mechanism linking HRD initiatives with employee capacity building and organizational performance improvement. Competency development helps employees improve technical skills, adaptability, confidence, and work effectiveness, which eventually strengthen service quality and institutional performance (Prastiwi et al., 2023; Silva & Rodrigues, 2025).

In addition, many studies highlight that leadership support and organizational commitment play important roles in determining HRD effectiveness. Supportive leaders encourage employee participation in training, strengthen emotional attachment toward work, and create healthier work environments that improve employee engagement and organizational commitment (Xu et al., 2025; Utami et al., 2026). Organizational culture also repeatedly appears as an important factor affecting innovation, digital adaptation, employee productivity, and competency transfer processes within organizations (Pundissing et al., 2025).

The findings further show that digital transformation increasingly influences HRD implementation in public organizations. Digital competence, HRIS integration, talent mapping systems, and digital literacy development become important components in improving organizational adaptability and innovative performance within modern public sector institutions (Fauzian et al., 2024; Pundissing et al., 2025). These findings indicate that HRD should be understood as a multidimensional and strategic organizational process rather than only as routine employee training activities.

4.2. Main Patterns of Findings on Quiet Quitting

4.2.1 Organizational Factors Influencing Quiet Quitting

The findings of this review show that organizational factors have a strong influence on the emergence of quiet quitting behavior among employees. Perceived organizational support becomes one of the most frequently discussed factors because employees tend to maintain higher engagement when they feel appreciated and supported by the organization. Supportive organizations usually provide fair treatment, career development opportunities, emotional support, and recognition for employee contributions. Employees who perceive strong organizational support generally show higher job satisfaction and stronger commitment toward organizational goals (Sulistiyani et al., 2022). In contrast, employees who feel neglected often reduce their involvement and only perform minimum work responsibilities.

Workload is another important factor affecting quiet quitting behavior. Excessive workload often creates emotional exhaustion, stress, burnout, and declining work motivation among employees. Several studies indicate that employees experiencing prolonged work pressure tend to withdraw psychologically from their jobs as a coping mechanism (Liu et al., 2026). Long working hours, role overload, and

unrealistic performance expectations may gradually reduce employee well-being and organizational commitment. Employees who continuously face high work demands without sufficient support are more likely to display disengagement behavior and reduced work effort (Falah & Palupi, 2025).

Leadership also plays a significant role in shaping employee attitudes and work behavior. Supportive and adaptive leaders are able to create healthier work environments by encouraging communication, involvement, and trust within organizations. Employees who receive guidance and appreciation from leaders tend to demonstrate stronger engagement and emotional attachment toward their work (Xu et al., 2025). On the other hand, ineffective leadership often increases stress, dissatisfaction, and emotional disconnection among employees. Leadership practices that focus only on performance targets without considering employee well-being may contribute to quiet quitting behavior.

The review also highlights the growing discussion regarding quiet firing as a hidden organizational practice contributing to quiet quitting. Quiet firing refers to organizational behavior that indirectly pressures employees through lack of support, limited opportunities, unfair treatment, or intentional exclusion from workplace activities. Employees exposed to these conditions often feel undervalued and emotionally detached from the organization. Quiet firing gradually weakens employee motivation, emotional commitment, and work engagement. This condition encourages employees to remain physically present at work while psychologically withdrawing from active participation (Wang & Jurek, 2026).

Organizational culture is another factor influencing employee engagement and well-being. Positive organizational cultures that emphasize collaboration, openness, fairness, and employee development generally create healthier work environments. Employees working in supportive cultures tend to experience stronger emotional attachment and greater work satisfaction. In contrast, toxic organizational cultures characterized by poor communication, unfair treatment, and excessive pressure often increase stress and disengagement. Organizational culture also affects how employees perceive leadership, support systems, and work-life balance within the organization (Rouse et al., 2026).

4.2.2 *Personal Factors Influencing Quiet Quitting*

Personal factors also contribute significantly to quiet quitting behavior. Psychological capital becomes one of the most important personal resources because it helps employees manage stress, uncertainty, and workplace challenges. Employees with high self-confidence, optimism, hope, and resilience are generally more capable of maintaining positive attitudes and emotional stability during difficult situations. Strong psychological capital allows employees to cope with pressure more effectively and maintain stronger engagement with their work. Employees who lack positive psychological resources are more vulnerable to burnout and emotional exhaustion (Chen et al., 2024).

Work motivation also affects employees' willingness to remain engaged in organizational activities. Employees with high motivation usually show stronger enthusiasm, commitment, and initiative in completing their responsibilities. Motivation can be influenced by recognition, career opportunities, rewards, and positive workplace relationships. When employees no longer feel appreciated or supported, their motivation tends to decline gradually. Reduced motivation often causes employees to limit their effort to only fulfilling formal job requirements without contributing additional energy or creativity (Sitorus & Rachmawati, 2024).

Emotional intelligence is another important factor affecting employee behavior and well-being. Employees with strong emotional intelligence are generally better at managing stress, resolving interpersonal conflicts, and maintaining positive relationships at work. Emotional intelligence also helps employees adapt to organizational changes and difficult work situations more effectively. Employees who struggle to regulate emotions are more likely to experience frustration, emotional exhaustion, and declining engagement. Strong emotional management skills support healthier psychological conditions and reduce the likelihood of withdrawal behavior (Deniz, 2025).

Resilience helps employees recover from stressful experiences and maintain stability during organizational challenges. Employees with high resilience are more capable of adapting to changing work demands and recovering from emotional pressure. Resilient individuals tend to maintain positive performance even under stressful conditions because they are better prepared to manage difficulties. In contrast, employees with low resilience are generally more vulnerable to stress, burnout, and disengagement. Resilience also functions as a protective factor that supports employee well-being and long-term organizational commitment (Chen et al., 2024).

4.2.3 *Employee Well-Being as a Mediating Mechanism*

The review findings indicate that employee well-being plays an important mediating role between organizational factors, personal factors, and quiet quitting behavior. Organizational conditions such as leadership quality, workload, organizational support, and workplace culture strongly influence employees' psychological and emotional well-being. Supportive organizations generally create healthier

work environments that improve employee satisfaction, motivation, and emotional balance. In contrast, poor organizational conditions increase stress, burnout, and emotional exhaustion among employees. Employee well-being becomes weaker when employees continuously experience excessive demands and insufficient organizational support (Sulistiyani et al., 2022).

Personal factors also contribute directly to employee well-being. Employees with strong psychological capital, emotional intelligence, resilience, and motivation are generally more capable of maintaining positive mental and emotional conditions in the workplace. These personal resources help employees manage work pressure, maintain optimism, and cope with difficult situations effectively. Positive personal characteristics strengthen employees' ability to protect their psychological well-being even under stressful working conditions. Employees with stronger personal resources are usually less vulnerable to burnout and disengagement (Chen et al., 2024).

Employee well-being also influences the tendency of quiet quitting behavior among employees. Employees who experience low well-being often show declining motivation, emotional exhaustion, and reduced work engagement. Poor well-being may encourage employees to withdraw psychologically and only complete minimum work responsibilities. On the other hand, employees with positive well-being are generally more committed, productive, and emotionally connected to their work and organization. Strong employee well-being helps organizations maintain engagement, performance, and long-term employee retention (Falah & Palupi, 2025).

4.3. Comparative Analysis of HRD and Organizational Interventions

4.3.1 Formal Training and Competency Development

Most reviewed studies consistently show that structured training programs play an important role in improving employee competencies, organizational adaptability, and organizational performance. Formal training programs generally focus on competency acquisition, technical capability improvement, professional development, and performance enhancement. Several studies emphasize that competency-based HRD helps organizations align employee skills with organizational objectives and job requirements. Competency development also strengthens employee confidence, adaptability, and work effectiveness in both public and private sector institutions (Prastiwi et al., 2023).

Competency-based HRD appears as one of the most dominant HRD approaches identified across the reviewed studies. Organizations increasingly emphasize competency mapping, competency gap analysis, and competency-based performance evaluation to improve employee capacity systematically. Structured training programs allow employees to strengthen technical skills, communication abilities, and problem-solving capabilities needed in dynamic organizational environments (Sucipto et al., 2024).

Several studies also indicate that training effectiveness strongly depends on organizational support, leadership commitment, and training relevance toward job responsibilities. Employees who receive continuous competency development opportunities generally demonstrate stronger engagement, better work performance, and higher organizational commitment. Training programs that are integrated with organizational goals and career development systems tend to produce stronger long-term organizational outcomes (Silva & Rodrigues, 2025).

The findings further show that competency acquisition functions as an important mechanism linking HRD interventions with organizational performance. Employees who gain stronger competencies through training and education usually demonstrate improved work quality, productivity, innovation, and service effectiveness. Competency development therefore becomes an important foundation for strengthening staff capacity and organizational performance in both public and private institutions (Firladi & Hermawati, 2024).

4.3.2 Leadership Support and Organizational Commitment

Leadership support repeatedly appears as one of the most influential organizational interventions affecting employee engagement, emotional attachment, and organizational commitment. Supportive leaders help employees feel valued, trusted, and emotionally connected to organizational goals. Leadership involvement in employee development also encourages stronger participation in HRD programs, competency development activities, and organizational learning processes (Utami et al., 2026).

Several studies show that leaders who actively provide guidance, mentoring, communication, and appreciation create healthier work environments that reduce burnout and disengagement. Employees working under supportive leadership generally experience stronger work motivation, emotional stability, and work satisfaction. In contrast, leadership styles focused only on performance targets without considering employee well-being often contribute to emotional exhaustion and psychological withdrawal behavior.

The reviewed studies also indicate differences between public and private organizational settings regarding leadership influence. In public sector organizations, leadership support is often closely related

to bureaucratic systems, institutional policies, and competency management structures. Meanwhile, in private sector organizations, leadership influence tends to focus more on performance achievement, innovation, flexibility, and employee productivity. Despite these contextual differences, leadership consistently functions as an important determinant of employee engagement and organizational commitment across various institutional settings.

Leadership support also contributes indirectly to organizational performance by strengthening employee well-being and competency development. Employees who feel supported by leaders generally show stronger willingness to participate in training programs, adapt to organizational change, and contribute actively to organizational objectives. These findings indicate that leadership functions not only as managerial control but also as an important HRD mechanism that strengthens employee capacity and organizational effectiveness.

4.3.3 *Mentoring, Continuing Education, and Technical Guidance*

Mentoring, continuing education, and technical guidance are increasingly recognized as important HRD interventions supporting long-term professional growth and staff capacity building. Mentoring allows employees to transfer practical knowledge, workplace experience, and organizational values through direct interaction with senior employees or supervisors. Mentoring also helps employees adapt to organizational culture, improve confidence, and strengthen professional competence.

Continuing education appears as another important strategy supporting sustainable competency development within public sector institutions. Several studies show that continuing education programs improve employee professionalism, adaptability, and bureaucratic reform readiness. Continuing education also helps organizations bridge competency gaps and strengthen long-term organizational capability (Elfira et al., 2025).

Technical guidance programs are commonly implemented to improve procedural capability, technical knowledge, and operational effectiveness. Technical guidance is particularly important in public sector institutions where employees are required to understand administrative procedures, digital systems, and policy implementation processes. Employees who receive regular technical guidance generally demonstrate stronger procedural understanding, work accuracy, and service effectiveness.

However, several studies indicate that the effectiveness of mentoring, continuing education, and technical guidance varies across organizational contexts. Public sector institutions often face challenges related to bureaucracy, limited resources, institutional resistance, and inconsistent competency development planning. Meanwhile, private organizations tend to implement HRD programs more flexibly and strategically according to business objectives. These differences indicate that HRD effectiveness is strongly influenced by organizational structure, leadership commitment, institutional culture, and resource availability.

4.3.4 *Digital HRD and HRIS Integration*

Digital transformation increasingly influences HRD implementation within modern organizations. Several reviewed studies emphasize that digital literacy, digital competence, and digital HR systems have become important components supporting organizational adaptability and employee productivity. Digital HRD systems allow organizations to manage competency mapping, talent development, employee performance, and training processes more systematically and efficiently (Pundissing et al., 2025).

HRIS integration also improves organizational decision-making by providing measurable employee data, competency profiles, talent mapping systems, and performance evaluation mechanisms. Digital HR systems help organizations reduce subjectivity in HR management and strengthen transparency, efficiency, and strategic workforce planning (Fauzian et al., 2024).

Digital competence itself becomes an important factor influencing employee innovative performance and organizational adaptability. Employees with strong digital literacy are generally more capable of adapting to technological change, utilizing information systems effectively, and supporting digital transformation within organizations. Digital competence also contributes positively toward innovative organizational culture and employee productivity (Pundissing et al., 2025).

Nevertheless, several studies reveal that many public sector institutions still face challenges related to low digital literacy, limited technological infrastructure, and unequal participation in digital training programs. Employees with limited digital capability often experience difficulty adapting to modern HR systems and digital public service demands (Lopes et al., 2023). Therefore, organizations increasingly need strategic HRD policies that integrate digital literacy development, HRIS implementation, competency mapping, and continuous digital training to strengthen employee capacity and organizational performance in the digital era.

4.4. *HRD Mechanism Toward Public Service Performance*

4.4.1 *HRD Intervention and Competency Development*

The reviewed studies indicate that HRD interventions play an important role in improving employee competencies and strengthening organizational performance, especially within public sector institutions. HRD interventions generally include training programs, competency-based education, mentoring, technical guidance, continuing education, leadership development, and digital competency improvement. These interventions are designed to improve employee skills, knowledge, professional capability, and organizational adaptability in response to increasingly dynamic workplace demands (Prastiwi et al., 2023).

Training and skill acquisition become one of the most dominant HRD mechanisms identified in the reviewed studies. Structured training programs help employees improve technical competence, work procedures, communication abilities, and operational effectiveness. Employees who participate in continuous training programs generally demonstrate stronger confidence and greater ability to complete organizational responsibilities effectively. Several studies also show that training programs support employee adaptability toward organizational changes and technological development (Firladi & Hermawati, 2024).

Knowledge development is another important component within HRD implementation. Organizations increasingly recognize that employee knowledge strongly influences work quality, innovation, and problem-solving effectiveness. Competency-based HRD systems encourage employees to continuously update their knowledge through continuing education, workshops, seminars, and organizational learning programs. Knowledge acquisition also strengthens employee readiness to respond to organizational challenges and changes in public service demands (Sucipto et al., 2024).

Professional capability enhancement appears consistently across the reviewed studies as an important objective of HRD implementation. HRD interventions help employees improve professionalism, work discipline, organizational commitment, and work effectiveness. Public sector institutions especially require competent and professional employees because public service quality depends heavily on employee capability and responsibility (Utami et al., 2026).

Several studies further emphasize that employee readiness and adaptability become increasingly important in the era of digital transformation and bureaucratic reform. Employees are expected not only to possess technical competence but also to demonstrate flexibility, innovation, and readiness toward organizational change. HRD interventions therefore function as strategic mechanisms that prepare employees to face organizational complexity, digitalization, and evolving public service expectations (Pundissing et al., 2025).

4.4.2 *Competency Development and Staff Capacity Building*

Competency development contributes directly toward strengthening employee capacity within organizations. Several studies indicate that employees with stronger competencies generally demonstrate higher confidence, greater work independence, and better problem-solving ability. Competency development also improves employees' ability to adapt to organizational changes and complete complex responsibilities effectively (Prastiwi et al., 2023).

Strengthening employee capacity becomes one of the main goals of competency-based HRD systems. Organizations increasingly implement competency mapping, performance evaluations, and competency gap analysis to identify employee development needs systematically. Employees who receive competency development opportunities generally show improved work quality, organizational commitment, and professional capability. Competency acquisition therefore functions as a foundation for long-term staff capacity building (Firladi & Hermawati, 2024).

Problem-solving ability is another important outcome associated with competency development. Employees with stronger technical knowledge, communication skills, and professional understanding are generally more capable of handling organizational problems effectively. Several studies indicate that competency development strengthens employee confidence in decision-making processes and improves organizational responsiveness toward workplace challenges (Sucipto et al., 2024).

Competency development also supports work independence and flexibility among employees. Employees who possess sufficient competence tend to work more independently and require less supervision from leaders. They are also generally more flexible in adapting to organizational changes, technological developments, and evolving service demands. Work independence and flexibility become increasingly important in modern organizations where employees are expected to respond quickly to dynamic workplace situations (Utami et al., 2026).

The reviewed studies further demonstrate that staff capacity building strengthens organizational ability to handle institutional challenges more effectively. Employees with stronger competencies are generally better prepared to support organizational innovation, digital adaptation, and service

improvement initiatives. Capacity building therefore becomes an important organizational investment that contributes toward long-term institutional sustainability and organizational effectiveness (Elfira et al., 2025).

4.4.3 *Staff Capacity Building and Organizational Performance*

The reviewed studies consistently indicate that staff capacity building positively influences organizational performance and public service quality. Employees who possess stronger competencies and higher professional capability generally demonstrate better productivity, stronger work engagement, and improved service effectiveness. Capacity building therefore contributes directly toward organizational performance improvement in both public and private sector institutions (Utami et al., 2026).

Employee productivity becomes one of the most visible outcomes of staff capacity building. Employees who receive competency development opportunities are generally more capable of completing work efficiently and accurately. Training, mentoring, technical guidance, and continuing education help employees strengthen technical skills and organizational understanding, which eventually improve productivity and work quality (Prastiwi et al., 2023).

Several studies also highlight that service quality improvement strongly depends on employee competence and organizational readiness. Public service institutions require employees who are responsive, adaptive, and capable of handling increasingly complex administrative and service responsibilities. Employees with stronger competencies are generally more capable of delivering accurate, timely, and citizen-centered services. Capacity building therefore becomes an important mechanism supporting public service responsiveness and accountability (Firladi & Hermawati, 2024).

Organizational effectiveness is also strengthened through competency development and staff capacity building. Organizations with competent employees generally demonstrate stronger coordination, better decision-making processes, and higher organizational adaptability. Effective HRD systems help organizations align employee capabilities with institutional goals and service demands more systematically (Fauzian et al., 2024).

The reviewed studies further show that public service responsiveness and accountability increasingly depend on organizational capacity and employee professionalism. Public institutions are expected to provide transparent, efficient, and citizen-oriented services. Strong staff capacity supports organizational responsiveness toward public needs and strengthens institutional accountability in delivering public services. In addition, digital adaptation and competency-based HR systems increasingly contribute toward improving organizational efficiency and service innovation in modern public sector institutions (Pundissing et al., 2025).

4.5. *Conceptual Framework and Synthesis*

4.5.1 *Conceptual Model of Quiet Quitting*

Based on the reviewed studies, quiet quitting behavior can be understood through the interaction between organizational factors, personal factors, employee well-being, and employee engagement mechanisms. Organizational factors such as perceived organizational support, workload, leadership quality, organizational culture, and work environment strongly influence employee psychological conditions and emotional attachment toward work. Supportive organizational conditions generally improve employee well-being, while toxic environments, excessive workload, and weak organizational support contribute toward stress, burnout, and emotional exhaustion.

Personal factors such as psychological capital, emotional intelligence, resilience, motivation, and adaptability also influence employee well-being and work engagement. Employees with stronger psychological resources are generally more capable of coping with stress and maintaining positive work attitudes despite organizational pressure. Positive personal characteristics therefore function as protective factors against disengagement and emotional withdrawal behavior.

Employee well-being acts as an important mediating mechanism connecting organizational factors and personal factors with quiet quitting behavior. Employees experiencing low well-being often demonstrate declining motivation, emotional exhaustion, reduced engagement, and psychological withdrawal from organizational activities. In contrast, employees with positive well-being generally show stronger emotional attachment, higher organizational commitment, and greater willingness to contribute actively to organizational goals.

Employee engagement and job satisfaction further strengthen this conceptual relationship. Employees who feel satisfied, appreciated, and emotionally connected to their organizations are generally less likely to engage in quiet quitting behavior. Strong engagement helps employees maintain motivation, work participation, and commitment even during difficult organizational situations. These findings indicate that organizations must strengthen employee well-being, organizational support, and employee engagement simultaneously to reduce the possibility of quiet quitting behavior.

4.5.2 *Conceptual Model of HRD and Public Service Performance*

The reviewed studies suggest that HRD interventions contribute toward public service performance through a sequential mechanism involving competency development and staff capacity building. HRD interventions such as training programs, continuing education, mentoring, technical guidance, digital literacy development, and competency-based HR systems function as organizational strategies designed to improve employee capability and professionalism.

HRD interventions influence competency development by strengthening employee knowledge, technical skills, professional understanding, adaptability, and organizational readiness. Employees who receive continuous competency development opportunities generally demonstrate stronger work capability, greater confidence, and higher organizational commitment. Competency development therefore functions as the first mechanism connecting HRD implementation with organizational outcomes (Prastiwi et al., 2023).

Competency development then contributes toward staff capacity building by improving employee independence, flexibility, problem-solving ability, and organizational adaptability. Employees with stronger competencies are more capable of responding to organizational challenges and supporting institutional innovation. Staff capacity building strengthens organizational readiness to manage increasingly complex public service demands (Sucipto et al., 2024).

Staff capacity building eventually influences public service performance through improved productivity, service quality, organizational effectiveness, responsiveness, and accountability. Organizations with competent and adaptive employees are generally more capable of delivering effective and citizen-oriented public services. The reviewed studies therefore indicate that HRD implementation functions not only as employee development activity but also as a strategic organizational mechanism supporting long-term institutional performance and public service quality (Utami et al., 2026; Fauzian et al., 2024).

4.5.3 *Synthesis Matrix of Reviewed Studies*

The reviewed studies demonstrate several dominant HRD interventions implemented across public and private sector organizations. Common HRD interventions identified in the literature include structured training programs, competency-based HRD, continuing education, mentoring, technical guidance, leadership development, digital literacy improvement, and HRIS integration systems. These interventions aim to strengthen employee capability, organizational adaptability, and institutional performance.

The dominant competency outcomes identified across the studies include improved technical skills, stronger professional capability, enhanced digital competence, better communication ability, stronger organizational commitment, and increased adaptability toward organizational changes. Several studies also highlight the importance of psychological competence such as self-leadership, emotional stability, and resilience in supporting employee performance and engagement (Utami et al., 2026).

The reviewed studies further indicate that competency development contributes toward broader organizational capacity outcomes. These outcomes include stronger organizational effectiveness, improved innovation capability, enhanced public service responsiveness, better organizational coordination, and increased employee productivity. Public sector institutions especially benefit from competency-based HRD because organizational performance depends heavily on employee professionalism and public accountability (Elfira et al., 2025).

Performance implications also vary across organizational sectors. In public sector organizations, HRD interventions mainly contribute toward public service quality, bureaucratic reform, organizational accountability, and digital transformation readiness. Meanwhile, private sector organizations often emphasize productivity improvement, innovation, competitiveness, and organizational profitability. Despite these contextual differences, the reviewed studies consistently show that HRD interventions, competency development, and staff capacity building positively influence organizational performance across sectors (Pundissing et al., 2025; Fauzian et al., 2024).

4.6. *Research Findings Synthesis*

Based on the reviewed studies, the dominant factors influencing quiet quitting are organizational support, workload, leadership, organizational culture, work environment, psychological capital, motivation, resilience, employee well-being, job satisfaction, and employee engagement. These factors show that quiet quitting is not only caused by individual attitudes, but also by organizational conditions that shape employee comfort, motivation, and emotional attachment to work.

The review also shows that HRD interventions in public organizations are mostly related to structured training, competency development, continuing education, digital competence improvement, talent management, leadership support, HRIS integration, and training needs analysis. Competency-

based HRD is one of the most repeated themes because employee performance depends on knowledge, skills, personal quality, and work attitude (Prastiwi et al., 2023).

Several similarities appear across the reviewed studies. Most studies agree that employees need clear development programs, supportive leadership, proper work systems, and relevant training to improve their capacity. In public organizations, employee competence becomes important because public service quality depends on professional and capable human resources (Firladi & Hermawati, 2024).

However, differences also appear across organizational and sectoral contexts. In local government, digital competence and innovative culture are more emphasized because public services increasingly require digital transformation and innovation (Pundissing et al., 2025). In civil service development, continuing education and competency analysis are more dominant because bureaucratic reform requires employees who are adaptive, professional, and ready to face changing public needs (Elfira et al., 2025).

The reviewed studies also show an interaction between organizational and personal factors. Work environment, leadership, and HR systems influence employee confidence, self-leadership, and self-efficacy. These personal factors then affect employee performance in public services (Utami et al., 2026).

Evidence of mediating mechanisms also appears in several studies. HRD improves competence, competence strengthens staff capacity, and stronger staff capacity improves organizational performance. Digital talent management also shows that employee profiling, talent mapping, and information systems help organizations make more objective and efficient HR decisions (Fauzian et al., 2024).

The emerging research gaps show that previous studies still rarely integrate quiet quitting, HRD intervention, competency development, and public service performance in one model. Many studies also focus only on one sector, one institution, or one region. Further studies are still needed to compare public institutions, examine different sectors, and analyze how HRD affects employee behavior and public service performance over time. Sucipto et al. (2024) also show that competency development still needs deeper analysis in relation to knowledge, skills, attitude, employee duties, and public service functions.

Meng et al. (2022) is less directly related to HRD and public service performance because the study focuses on snow cover datasets and snowmelt runoff models, so it is not recommended as a main supporting source for this HRD discussion unless the article needs an example of technical data use or digital modelling in another public-sector-related field.

4.7. *Practical Implications*

The findings suggest that public organizations need to design competency-based training programs that are directly related to employee duties, job requirements, and public service targets. Training should not only be carried out as a routine program, but must be based on the skills, knowledge, and attitudes needed by employees to improve their work performance (Prastiwi et al., 2023).

Public organizations also need to implement training needs analysis before preparing HRD programs. TNA helps organizations identify the gap between employee competence and organizational needs. Continuing education should also be designed based on job analysis, workload analysis, career development policy, and measurable performance evaluation (Elfira et al., 2025).

Leadership support must be strengthened because HRD programs will be more effective when leaders are involved in planning, guiding, motivating, and evaluating employee development. Leaders also need to create a supportive work environment so employees become more confident, independent, and willing to improve their performance (Utami et al., 2026).

Digital HRD and HRIS integration are also important for modern public organizations. Digital systems can support competency mapping, talent profiling, employee development planning, and objective placement decisions. Public organizations need to strengthen HR manager skills, digital infrastructure, and data-based HR decision-making (Fauzian et al., 2024).

HRD programs should also be connected with performance indicators. Training, mentoring, continuing education, and digital competency development should be evaluated based on their contribution to service quality, productivity, innovation, responsiveness, and accountability. In health, education, and local governance sectors, HRD programs need to be adapted to each sector's service characteristics, employee workload, and citizen needs (Pundissing et al., 2025).

4.8. *Research Implications and Future Directions*

Future research needs to conduct comparative studies across public institutions to understand whether HRD interventions produce similar or different effects in different organizational settings. Studies across ministries, local governments, health institutions, education institutions, and social service agencies will provide broader understanding of HRD effectiveness in public administration.

Further research is also needed in health, education, and local government sectors because each sector has different service demands, employee competencies, and organizational challenges. These sectoral studies can explain how HRD programs should be adapted to specific institutional needs.

Mixed-method and longitudinal approaches are recommended for future studies. Mixed-method research can combine statistical evidence with deeper qualitative explanations, while longitudinal research can show how HRD interventions influence competency development, employee capacity, and public service performance over time.

Future studies also need to examine leadership and organizational culture more deeply. Leadership support and supportive organizational culture may determine whether training outcomes can be transferred into daily work practices. Without supportive leadership and organizational culture, HRD programs may improve knowledge but fail to change employee behavior.

Research on digital HRD systems and training transfer is also needed. Future studies can examine how HRIS, digital talent management, competency mapping, and online training platforms support employee development and performance. In addition, future research should develop integrated models that connect HRD intervention, competency development, employee well-being, work engagement, quiet quitting, and public service performance in one analytical framework.

5. Conclusion

This Systematic Literature Review indicates that quiet quitting is associated with the interaction between organizational conditions, personal resources, employee well-being, and work engagement. Organizational factors such as perceived organizational support, workload, leadership, organizational culture, and quiet firing consistently appear as important factors related to employee disengagement. Personal factors including psychological capital, motivation, emotional intelligence, and resilience also influence how employees respond to work pressure and organizational challenges. The reviewed studies further show that employee well-being, job satisfaction, and work engagement frequently function as important mechanisms that explain employees' emotional attachment and participation in the workplace.

The review also highlights the important role of Human Resource Development (HRD) in strengthening employee competency, staff capacity, and organizational performance in both public and private sectors. Structured training, competency-based HRD, continuing education, mentoring, digital HRD systems, leadership support, and training needs analysis are frequently associated with stronger employee capability, adaptability, and service quality. In addition, supportive leadership and organizational support consistently appear as important elements that help employees maintain motivation, psychological well-being, and organizational commitment. These findings suggest that organizations need to align HRD initiatives, leadership practices, and organizational support systems with employee development and workplace well-being in order to support sustainable organizational performance and reduce disengagement tendencies.

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