



## The Influence of *Employee Engagement, Transformational Leadership, and Workload on Quiet Quitting Among Gen Z Employees*

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### ABSTRACT

The phenomenon of quiet quitting is increasingly found among Generation Z employees, especially in high-demand service sectors such as coffee shops. The purpose of this study is to examine how workload, transformational leadership, and employee engagement affect Generation Z workers' quiet resignation at local coffee shops in Blitar City. This study employs an explanatory research design and a quantitative methodology. 130 respondents completed questionnaires to gather data, which were then analyzed using multiple linear regression. The results show that employee engagement, transformational leadership, and workload simultaneously have a significant effect on quiet quitting. Partially, employee engagement and transformational leadership have a negative effect on quiet quitting, while workload has a positive effect on quiet quitting. These findings confirm that quiet quitting is a multidimensional phenomenon influenced by individual, leadership, and job characteristics. This study recommends managing employee engagement, implementing transformational leadership, and regulating proportional workloads as key strategies in reducing quiet quitting among Generation Z employees

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## INTRODUCTION

The changing dynamics of the workforce today are marked by an increase in the number of young people, especially Generation Z (Gen Z), entering the workforce. Gen Z has unique characteristics such as an orientation towards work flexibility, work-life balance, and expectations for a supportive work environment. However, behind these characteristics, the phenomenon of *quiet quitting* has begun to emerge. *Quiet quitting* refers to the behavior of employees who only work to the extent required without emotional involvement or extra effort in their work (Robbins et al., 2017). This phenomenon indicates a lack of engagement at work, which can have a negative impact on productivity and organizational performance.

Employee engagement is one of the important aspects that can suppress the phenomenon of quiet quitting. Employee engagement, according to Schaufeli & Bakker (2004), is a reflection of favorable psychological states marked by vigor, dedication, and work-related absorption. Employees that have both emotional and cognitive engagement are more likely to be highly committed to the company. Low engagement, on the other hand, might lead to passive behaviors like silent quitting. Consequently, it's critical for businesses, including MSMEs like local coffee shops, to establish a workplace that may boost employee engagement.

In addition to employee engagement, leadership style also plays an important role in influencing employee attitudes and behavior. Transformational leadership, as described by Bass & Avolio (1994), is a leadership style that inspires, motivates, and pays attention to the individual needs of subordinates. Transformational leaders can create a shared vision and encourage employees to exceed expectations. In the context of Gen Z, this kind of participatory and supportive leadership style is considered more effective in increasing work motivation and loyalty, thereby reducing the tendency for *quiet quitting*.

On the other hand, workload is also a significant factor in influencing employee work behavior. Excessive workload can cause fatigue, stress, and burnout, which ultimately encourages employees to mentally and emotionally withdraw from work (Maslach & Leiter, 2000). Gen Z, who tend to value work-life balance and have low tolerance for excessive pressure, are particularly vulnerable to disengagement when they feel disproportionately burdened. Therefore, it is important to manage workloads fairly and realistically.

This condition is also felt by small businesses such as local coffee shops in the city of Blitar. MSMEs often face challenges in human resource management, including high employee turnover, lack of training, and limited resources in creating a conducive work environment. In this context, the emergence of quiet quitting is an important indicator that points to the need for improvement in organizational management. Especially with the dominance of young workers, organizations must understand the preferences and work behavior of Gen Z more deeply in order to retain productive and loyal employees.

According to the above statement, the purpose of this study is to examine how workload, transformational leadership, and employee engagement affect Generation Z employees' silent resignations. By offering pertinent HR

management strategy recommendations for nearby coffee shops in Blitar, this study is anticipated to make a practical as well as theoretical contribution to the advancement of HR management science.

## **LITERATURE REVIEW**

### **Employee Engagement**

Employee engagement refers to the level of psychological, cognitive, and emotional involvement of employees in their work (Kahn, 1990). Engaged employees are not only physically present but also devote their energy, emotions, and full attention to performing their roles. Later, Schaufeli and Bakker (2004) established the Job Demands–Resources (JD-R) paradigm, which considers engagement as a positive psychological state marked by energy, devotion, and absorption and impacted by the balance between job demands and job resources. High levels of engagement have been shown to correlate with better performance, stronger organizational commitment, and lower levels of burnout and disengagement (Maslach & Leiter, 2000; Harter et al., 2002).

In the context of Generation Z, employee engagement is becoming increasingly important because this generation places great emphasis on the meaning of work, recognition, and opportunities for self-development (Seemiller & Grace, 2016). Employee disengagement and withdrawal behaviors, such as silent resignation, are common when these demands are not satisfied (Saks, 2006). Therefore, employee engagement not only serves as a driver of productivity but also as a strategic mechanism to maintain the psychological attachment of young workers and prevent a decline in work contribution, especially in service sectors such as local coffee shops that are highly dependent on the quality of interactions and employee performance.

### **Transformational Leadership**

Transformational leadership is a leadership style that emphasizes inspiration, long-term vision, and individual development within an organization (Bass & Avolio, 1994). Through four primary dimensions—idealized influence, intellectual stimulation, inspiring motivation, and individualized consideration—transformational leaders can inspire followers to put aside personal interests in order to accomplish group objectives. According to several studies, transformational leadership lowers the risk of burnout and disengagement while also having a positive impact on job satisfaction, organizational commitment, leadership effectiveness, and increased employee engagement (Judge & Piccolo, 2004; Breevaart et al., 2014).

In the context of service industries such as coffee shops and the characteristics of Generation Z, transformational leadership is becoming increasingly relevant because this generation values leaders who are authentic, visionary, open to feedback, and supportive of learning and collaboration (Seemiller & Grace, 2016). Supportive interactions between leaders and employees not only enhance work meaning and psychological engagement but also play a role in preventing withdrawal behaviors such as quiet quitting. Therefore, transformational leadership is a strategic tool for sustaining organizational performance and young employees' engagement, especially in the SME sector where human resource quality is crucial.

## **Workload**

Workload refers to the quantity, complexity, and time pressure of tasks that an individual must complete within a certain period, as well as the cognitive and emotional demands that accompany them (Robbins et al., 2017). Workload is perceived subjectively and can function as a major work stressor if it is not balanced with adequate individual capacity and organizational resources. Various studies show that high workloads are associated with increased stress, emotional exhaustion, and decreased job satisfaction, which in the long term encourages disengagement and psychological withdrawal from work (Maslach & Leiter, 2000; Spector & Jex, 1998).

In the context of quiet quitting, excessive workload encourages employees to limit their involvement as a form of coping with the imbalance between work demands and rewards, as described in equity theory (Adams, 1965). This phenomenon is increasingly relevant in the MSME sector, such as coffee shops, where workloads are often high and unstructured, while work resources are limited. The Job Demands–Resources model asserts that high workloads without adequate support will accelerate the decline in work engagement (Schaufeli & Bakker, 2004), making fair and sustainable workload management key to preventing quiet quitting, especially among Generation Z employees who highly value work–life balance.

## **Quiet Quitting**

Quiet quitting refers to a condition where employees only perform the minimum tasks outlined in their job description without emotional engagement, organizational loyalty, or a desire to contribute more. Although this term gained popularity through social media in 2022, the phenomenon has long been discussed in the literature as disengagement or withdrawal behavior (Robbins et al., 2017). Based on Social Exchange theory, when the relationship between employees and the organization is perceived as unbalanced, individuals will reduce their contributions as a form of psychological adjustment (Blau, 2017). A Gallup study (2022) shows that most employees are disengaged, reflecting the widespread tendency of quiet quitting in modern organizations.

Quiet quitting is also closely related to low employee engagement, job satisfaction, and organizational commitment, and is influenced by work culture, leadership support, and employee well-being (Khan et al., 2023). This phenomenon is increasingly prominent among Generation Z, who have high expectations for work–life balance, mental health, and supportive and transparent leadership (Seemiller & Grace, 2016). When these expectations are not met, Gen Z tends to withdraw emotionally in a " " manner without necessarily leaving the organization. Therefore, quiet quitting is not merely an issue of individual motivation but a reflection of the mismatch between personal values and organizational culture, which needs to be strategically managed by organizations, including SMEs such as local coffee shops, to maintain human resource sustainability.

## METHODS

### Research Design and Approach

In order to understand the causal relationship between employee engagement, transformational leadership, and workload on quiet quitting among Generation Z employees, this study employs a quantitative method with explanatory research. Because it enables researchers to evaluate the association between variables in a methodical, quantifiable, and empirical manner, this strategy is deemed appropriate (Creswell, 2009). The research was conducted at a local coffee shop in Blitar City that employs Gen Z employees. The conceptual framework employed in this investigation is as follows:

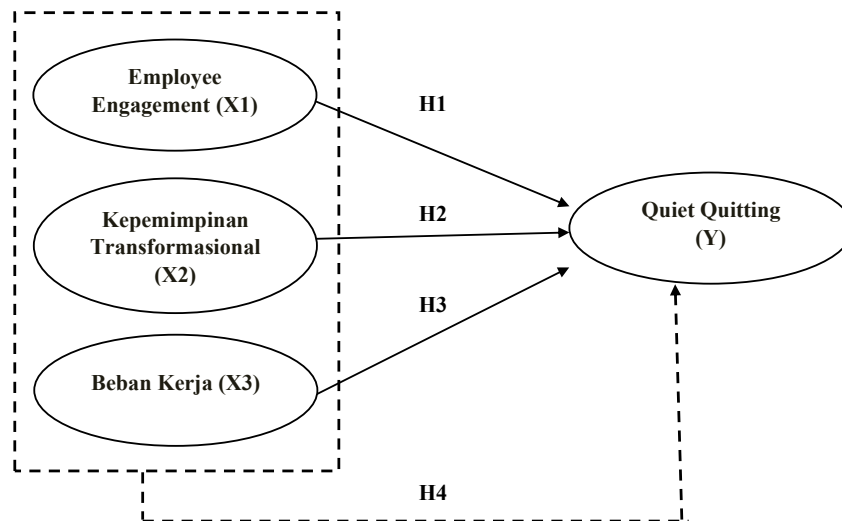


Figure 1. Conceptual Framework

Explanation:

- H1 : Employee Engagement has a negative and significant effect on Quiet Quitting
- H2 : Transformational Leadership has a negative and significant effect on Quiet Quitting
- H3 : Workload has a positive and significant effect on Quiet Quitting
- H4 : Employee Engagement, Transformational Leadership, and Workload Simultaneously Have a Significant Effect on Quiet Quitting

### Sample Population

All of the Generation Z employees who worked at local coffee shops in Blitar City made up the study's demographic. Purposive random sample was utilized in the sampling process, and respondents required to be Generation Z workers (born  $\geq 1997$ ), have worked for at least six months, and be directly involved in service operations. The sample size in this study was determined by referring to the minimum sample size guidelines for multivariate analysis proposed by Hair et al. (2010), which is 5–10 respondents for each indicator used in the research model. With 13 indicators, the minimum sample size required was between 65 and 130 respondents. Therefore, this study used 130 respondents, which met and even exceeded the recommended minimum limit, so the sample size was considered adequate for multiple linear regression analysis.

### **Data Collection Techniques**

A questionnaire instrument that was organized according to the indicators of each research variable was used to collect data for this investigation. A five-point Likert scale, from "strongly disagree" (1) to "strongly agree" (5), is used in this questionnaire to gauge respondents' opinions of statement items that indicate workload, transformational leadership, employee engagement, and quiet quitting.

### **Data Analysis Techniques**

The data were analyzed quantitatively using statistical software (SPSS) to test the causal relationship between variables and answer the research hypothesis (Hair et al., 2009; Ghazali, 2018). Multiple linear regression analysis, classical assumption testing, and instrument quality testing were among the steps of analysis.

Instrument quality testing was conducted through validity and reliability tests. Item validity was tested using corrected item-total correlation, with a correlation value criterion of  $> 0.30$  and significance at  $p < 0.05$ . Instrument reliability was tested using Cronbach's Alpha coefficient, with an  $\alpha$  value  $> 0.70$  indicating good internal consistency. Instruments that met these criteria were declared suitable for use in further analysis.

The data was initially examined using traditional assumption tests, such as multicollinearity (tolerance  $> 0.10$  and VIF  $< 10$ ), heteroscedasticity (Glejser technique and scatterplot), and normality (Kolmogorov-Smirnov), before regression analysis was carried out. To guarantee that the regression coefficient estimations are objective and suitable for interpretation, certain presumptions must be met.

Multiple linear regression was utilized in the primary analysis to examine the impact of workload, transformational leadership, and employee engagement on silent resignation. The t test was used to assess each variable's partial influence, while the F test was employed to ascertain the simultaneous effect of all independent factors on the dependent variable. Furthermore, the model's capacity to explain the variation in silent quitting is evaluated using the coefficient of determination ( $R^2$  and adjusted  $R^2$ ).

## **RESULTS**

### **Validity Test**

To ascertain how well each statement item measured the construct under study, the research instrument's validity test was carried out. 30 Generation Z employees from a nearby coffee shop in Blitar City participated in the validity test, which was carried out using the corrected item-total correlation technique. According to the test results, every statement item on the variables of workload, silent quitting, transformational leadership, and employee engagement had a correlation coefficient (r-count) value higher than the r-table value of 0.361 at a five percent significance level. As a result, every statement item was deemed legitimate and appropriate for use as a measuring tool in this investigation. The validity test results for each research variable are as follows:

Table 1. Validity Test Results for X1

<b>Item</b>	<b>Calculated r</b>	<b>Description</b>
X1.1	0.671	Valid
X1.2	0.694	Valid
X1.3	0.658	Valid
X1.4	0.723	Valid
X1.5	0.708	Valid
X1.6	0.682	Valid
X1.7	0.697	Valid
X1.8	0.742	Valid
X1.9	0.689	Valid

Table 2. Results of the X2 Validity Test

<b>Item</b>	<b>Calculated r</b>	<b>Description</b>
X2.1	0.712	Valid
X2.2	0.734	Valid
X2.3	0.698	Valid
X2.4	0.759	Valid
X2.5	0.746	Valid
X2.6	0.718	Valid
X2.7	0.705	Valid
X2.8	0.772	Valid
X2.9	0.728	Valid
X2.10	0.744	Valid
X2.11	0.768	Valid
X2.12	0.785	Valid

Table 3. X3 Validity Test Results

<b>Question Indicator</b>	<b>Calculated r</b>	<b>Description</b>
X3.1	0.646	Valid
X3.2	0.663	Valid
X3.3	0.679	Valid
X3.4	0.692	Valid
X3.5	0.721	Valid
X3.6	0.707	Valid
X3.7	0.729	Valid
X3.8	0.751	Valid
X3.9	0.734	Valid

Table 4. Results of Y Validity Test

Question Indicator	Calculated r	Description
Y.1	0.694	Valid
Y.2	0.712	Valid
Y.3	0.678	Valid
Y.4	0.721	Valid
Y.5	0.739	Valid
Y.6	0.705	Valid
Y.7	0.746	Valid
Y.8	0.763	Valid
Y.9	0.734	Valid

### Reliability Test

To assess the study instrument's internal consistency in measuring each variable, reliability testing was carried out. Cronbach's Alpha coefficient was used for reliability testing; an alpha value threshold of > 0.70 indicates a reliable instrument. According to the test results, each of the following variables has a Cronbach's Alpha value above 0.70: workload, quiet quitting, transformational leadership, and employee engagement. This shows that every research tool has a high degree of dependability, allowing for constant data gathering and analysis. The reliability test findings for each variable are as follows:

Table 5. Reliability Test Results for Variables

Variable	Number of Items	Cronbach's Alpha	Description
Employee Engagement (X1)	9	0.886	Reliable
Transformational Leadership (X2)	12	0.918	Reliable
Workload (X3)	9	0.871	Reliable
QuitQuitting (Y)	9	0.896	Reliable

### Classical Assumption Test

#### Normality Test

As one of the requirements for linear regression analysis, the normality test was performed to ascertain whether the study data was normally distributed. The Kolmogorov–Smirnov method was utilized in this study's normality test for each of the three variables—workload, transformational leadership, and employee engagement. It is clear from the test findings that the research data is normally distributed because every variable has a significance value (Sig. 2-tailed) larger than 0.05. The data can be used in multiple linear regression analysis after the normality assumption is met. The results of the normalcy test are shown in the table below:

Table 6. Normality Test Results

Variable	Kolmogorov-Smirnov Z	Sig. (2-tailed)	Description
Employee Engagement (X1)	0.081	0.200	Normal
Transformational Leadership (X2)	0.076	0.200	Normal
Workload (X3)	0.084	0.200	Normal

### Multicollinearity Test

To ascertain whether there was a strong connection between the independent variables in the regression model, multicollinearity testing was carried out. The tolerance and Variance Inflation Factor (VIF) values were examined in order to perform multicollinearity testing. According to the analysis's findings, every independent variable workload, transformational leadership, and employee engagement has tolerance values higher than 0.10 and VIF values lower than 10. This shows that each independent variable in the regression model can independently explain the dependent variable because there are no signs of multicollinearity between independent variables. The multicollinearity test results for each research variable are as follows:

Table 7. Multicollinearity Test Results

Variable	Tolerance	VIP	Description
Employee Engagement (X1)	0.642	1.557	No Multicollinearity
Transformational Leadership (X2)	0.601	1.664	No Multicollinearity
Workload (X3)	0.728	1.374	No Multicollinearity

### Heteroscedasticity Test

To ascertain whether the residual variance in the regression model differed, a heteroscedasticity test was used. This study's heteroscedasticity test employed the Glejser test, which compares each independent variable's significance value to the absolute residual value. All independent variables had significance values larger than 0.05, according to the test results. Therefore, it may be said that the regression model satisfied the homoscedasticity assumption and was appropriate for testing hypotheses because it did not exhibit heteroscedasticity. The heteroscedasticity test results for each research variable are as follows:

Table 8. Heteroscedasticity Test Results

Variable	Sig. (Glejser Test)	Description
Employee Engagement (X1)	0.412	No Heteroscedasticity
Transformational Leadership (X2)	0.368	No Heteroscedasticity
Workload (X3)	0.451	No Heteroscedasticity

### Regression Analysis

It is possible to infer that the research data satisfies all statistical requirements after performing validity, reliability, and classical assumption tests, such as normality, multicollinearity, and heteroscedasticity tests. Thus, the impact of workload, transformational leadership, and employee engagement on quiet quitting among Generation Z workers at local coffee shops in Blitar City may be examined using multiple linear regression analysis. In order to provide an empirical description of the factors influencing silent quitting in the context of this study, this analysis attempts to ascertain the partial and simultaneous impacts of each independent variable on the dependent variable. The multiple linear regression analysis's findings are as follows:

Table 9. Multiple Linear Regression Analysis Results

Independent Variable	Coefficient (B)	Std. Error	Beta	t	Sig. (p-value)	Description
Constant (a)	4.982	0.421		11.836	0.000	Significant
Employee Engagement (X1)	-0.312	0.073	-0.348	-4.287	0.000	Significant
Transformational Leadership (X2)	-0.265	0.068	-0.301	-3.914	0.000	Significant
Workload (X3)	0.298	0.073	0.329	4.106	0.000	Significant

$$\text{Regression Equation } Y = 4.982 - 0.312X1 - 0.265X2 + 0.298X3$$

The multiple linear regression analysis's findings indicate that among Generation Z workers in local coffee shops in Blitar City, workload, transformational leadership, and employee engagement all significantly influence quiet quitting. According to the results of the regression equation, employee engagement (X1) has a negative and significant regression coefficient ( $\beta = -0.312$ ; Sig. = 0.000), which suggests that the likelihood for quiet quitting decreases with increasing employee engagement. Transformational leadership (X2) also has a negative and significant t effect on quiet quitting ( $\beta = -0.265$ ; Sig. = 0.000), which shows that an inspirational and supportive leadership style can suppress employee withdrawal behavior. Conversely, workload has a positive and significant effect on quiet quitting ( $\beta = 0.298$ ; Sig. = 0.000), meaning that the

higher the workload perceived by employees, the higher the tendency for quiet quitting to occur.

The Adjusted R Square score is 0.495, according to the results of the coefficient of determination investigation. This figure shows that employee engagement, transformational leadership, and workload account for 49.5% of the variation in quiet quitting among Generation Z workers at local coffee shops in Blitar City. The other 50.7% of the difference, however, can be attributed to variables outside the purview of this study, including corporate culture, pay, job satisfaction, work stress, and other individual factors. Thus, in the context of this investigation, the regression model has a reasonably strong explanatory power for the occurrence of quiet quitting.

Table 10. Model Summary

R	R Square	Adjusted R Square	Standard Error of the Estimate
0.712	0.507	0.495	2,591

### Hypothesis Testing

Each independent variable's partial impact on the dependent variable quiet quitting is ascertained using the t-test results. The employee engagement variable has a t-value of  $-4.287$  with a significance level of  $0.000$ , which is less than  $0.05$ , according to the multiple linear regression analysis results. This indicates that employee engagement has a negative and significant effect on quiet quitting, thus accepting hypothesis one (H1) which states that employee engagement has an effect on quiet quitting. Furthermore, the transformational leadership variable has a t-value of  $-3.914$  with a significance level of  $0.000$ , which means that transformational leadership has a negative and significant effect on quiet quitting, thus accepting H2. Meanwhile, the workload variable has a t-value of  $4.106$  with a significance level of  $0.000$ , indicating that workload has a positive and significant effect on quiet quitting, meaning that H3 is accepted. Thus, all independent variables in this study are proven to have a significant partial effect on quiet quitting, as shown in the following table:

Table 11. T Test Results

Independent Variables	Regression Coefficient (B)	Std. Error	t-value	Sig	Description
Employee Engagement (X1)	-0.312	0.073	-4.287	0.000	Significantly influential
Transformational Leadership (X2)	-0.265	0.068	-3.914	0.000	Significantly influential
Workload (X3)	0.298	0.073	4.106	0.000	Significantly influential

The simultaneous impact of workload variables, transformational leadership, and employee engagement on quiet quitting was then ascertained using the F-test results. The computed F-value, which is less than  $0.05$ , was  $42.376$  with a significance level of  $0.000$  based on the test findings. This suggests that

workload, transformative leadership, and employee engagement all have a substantial impact on Generation Z employees' silent resignation in local coffee shops in Blitar City. Therefore, the study's regression model is considered legitimate, and hypothesis 4 that workload, transformational leadership, and employee engagement all have a simultaneous impact on quiet quitting is accepted. The F test findings for the research variables are as follows:

Table 12. F Test Results

Model	Sum of Squares	df	MK (Mean Square)	F Count	Sig. (p-value)
Regression	48.372	3	16.124	42.376	0.000
Residuals	46,978	126	0.373		
Total	95,350	129			

## DISCUSSION

### The Effect of *Employee Engagement on Quiet Quitting*

Hypothesis 1 states that *employee engagement has a negative effect on quiet quitting* among Generation Z employees at local coffee shops in Blitar City, as seen from the t-test results showing that employee engagement has a negative and significant effect on quiet quitting ( $\beta = -0.312$ ;  $t = -4.287$ ; sig. = 0.000). This means that the higher the level of *employee engagement*, the lower the tendency for employees to engage in *quiet quitting*. Thus, Hypothesis 1 is accepted. These findings indicate that employee attachment to their work, organization, and role plays an important role in preventing passive psychological withdrawal behavior.

Theoretically, these findings align with the notion of employee engagement put out by Kahn (1990), which asserts that engagement is a reflection of the psychological state in which people express themselves emotionally, cognitively, and physically at work. Employees that are engaged will exhibit high levels of enthusiasm, commitment, and involvement, which reduces the likelihood that they may mentally disengage. According to the Job Demands-Resources Model, engagement serves as a safeguard against burnout and withdrawal behavior and is a beneficial result of having access to work resources (Bakker & Demerouti, 2007).

Empirically, research by Schaufeli et al. (2002) and Saks (2006) found that employee engagement is negatively related to burnout, turnover intention, and withdrawal behavior. Recent research by Albrecht et al. (2015) also shows that engagement contributes to positive work behavior and suppresses dysfunctional behavior. Quiet quitting as a form of psychological withdrawal is in line with the concept of withdrawal behavior discussed by Hom et al. (2017), so it is conceptually reasonable that engagement plays a role in suppressing the tendency toward quiet quitting.

In the context of Generation Z, these findings are relevant to the characteristics of a generation that strongly emphasizes the meaning of work, the alignment of personal values with the organization, and the need for recognition and self-development (Francis & Hoefel, 2018). When Generation Z feels

engaged, they tend to continue to contribute optimally even when faced with work pressure. Conversely, low engagement encourages them to remain formally in the organization, but withdraw psychologically through quiet quitting. Therefore, increasing employee engagement is an important strategy for coffee shop managers to reduce the phenomenon of quiet quitting among Generation Z employees.

### **The Influence of Transformational Leadership on *Quiet Quitting***

The t-test results show that transformational leadership has a negative and significant effect on quiet quitting ( $\beta = -0.265$ ;  $t = -3.914$ ; sig. = 0.000). This indicates that the higher the application of transformational leadership, the lower the tendency for employees to engage in quiet quitting. Thus, Hypothesis 2 is accepted. This finding confirms that the role of leaders not only directly influences employee performance but also affects employees' psychological attitudes and commitment to their work.

According to Bass and Avolio's (1994) theoretical framework, idealized influence, intellectual stimulation, inspiring drive, and individualized concern are the four primary elements of transformational leadership. Employees' sense of belonging and emotional commitment to the company are increased by transformational leaders' ability to create meaning in the workplace, inspire others, and attend to their specific needs. This state lessens the likelihood that workers may retreat mentally by quietly quitting.

These findings are in line with the Job Demands–Resources Model, which positions leadership as a job resource that can increase motivation and engagement, as well as reduce burnout and withdrawal behavior (Bakker & Demerouti, 2007). Research by Breevaart and Bakker (2018) shows that transformational leadership increases daily work engagement, which has an impact on reducing dysfunctional work behavior. Additionally, Wang et al. (2011) found in their meta-analysis that transformational leadership is negatively associated with turnover intention and burnout, which are forms of withdrawal from work.

In the context of Generation Z, transformational leaders are becoming increasingly important because this generation tends to expect supportive, authentic, and meaningful work relationships (Francis & Hoefel, 2018). When leadership is perceived as rigid, transactional, or lacking empathy, Generation Z tends not to protest openly or resign, but instead chooses to withdraw passively through quiet quitting. Therefore, the application of transformational leadership is a key strategy in reducing quiet quitting among Generation Z employees in the service sector, such as coffee shops.

### **The Influence of Workload on *Quiet Quitting***

The t-test results show that workload has a positive and significant effect on quiet quitting ( $\beta = 0.298$ ;  $t = 4.106$ ; sig. = 0.000). This means that the higher the workload felt by employees, the greater their tendency to engage in quiet quitting. Thus, Hypothesis 3 is accepted. This finding indicates that excessive work demands can encourage employees to withdraw psychologically as a coping mechanism against work pressure.

According to the Job Demands–Resources Model (Demerouti et al., 2001; Bakker & Demerouti, 2007), job demands such as a high physical, mental, and emotional workload will increase fatigue (strain) and burnout, which in turn encourages withdrawal behavior. These results are theoretically consistent with this model. One way to conceptualize quiet quitting is as a type of psychological withdrawal, when workers stay physically present but become emotionally and cognitively detached from their jobs.

Empirically, Alarcon's (2011) research found that workload is positively correlated with burnout and emotional exhaustion, which are the main predictors of withdrawal behavior. Karatepe's (2013) research also shows that high job demands increase emotional exhaustion and decrease work engagement, which ultimately leads to negative work behavior. Furthermore, research by Sonnentag and Fritz (2015) shows that a lack of recovery from high workloads encourages employees to use passive coping strategies, including psychologically withdrawing from work.

In the context of Generation Z, high and unbalanced workloads without organizational support can trigger withdrawal responses because this generation is very concerned with work-life balance and mental health (Francis & Hoefel, 2018). When work demands are perceived as unfair or excessive, Generation Z tends not to engage in open resistance, but chooses to formally endure while limiting their involvement through quiet quitting. Therefore, managing a proportional workload is crucial for coffee shop managers to maintain employee engagement and prevent quiet quitting.

#### **The Simultaneous Influence of Employee Engagement, Transformational Leadership, and Workload on Quiet Quitting**

Hypothesis 4 states that employee engagement, transformational leadership, and workload simultaneously have a significant effect on quiet quitting among Generation Z employees at local coffee shops in Blitar City. The F-test results show an F-count value of 42.376 with a significance level of 0.000 (< 0.05), so this hypothesis is accepted. These findings indicate that quiet quitting is a multidimensional phenomenon influenced by individual, leadership, and job characteristics simultaneously.

These findings are consistent with Bakker and Demerouti's (2007) Job Demands–Resources (JD-R) Model, which holds that employee engagement, weariness, and work behavior are determined by the ratio of job demands to job resources. Employee engagement and transformational leadership function as job resources that can increase intrinsic motivation, work meaning, and psychological attachment among employees, thereby reducing the tendency for withdrawal behavior. Conversely, workload is a job demand that, when too high, can increase emotional exhaustion and encourage employees to engage in passive withdrawal behaviors such as quiet quitting (Demerouti et al., 2001; Bakker & Demerouti, 2007).

Empirically, research by Schaufeli et al. (2002) shows that employee engagement is negatively correlated with burnout and withdrawal behavior, meaning that the higher the engagement, the lower the tendency for employees to withdraw from their work. Research by Breevaart and Bakker (2018) also

found that transformational leadership increases daily work engagement, which has an impact on reducing dysfunctional work behavior. On the other hand, high workloads have been shown to increase emotional exhaustion and psychological withdrawal (Alarcon, 2011; Karatepe, 2013), which is conceptually in line with quiet quitting behavior.

Research by Ozkan and Solmaz (2015) and Francis and Hoefel (2018) supports similar findings in the context of Generation Z, demonstrating that this generation places a high importance on work-life balance, leadership support, and the meaning of work. Employees tend to lower their psychological engagement through subtle quitting behavior rather than leaving the company outright when these three requirements are not met at the same time. The study's findings so support the theoretical and empirical evidence that stopping Generation Z employees from quietly resigning requires integrated management of workload, transformational leadership, and employee engagement.

## **CONCLUSIONS AND RECOMMENDATIONS**

Based on the analysis and discussion, it can be said that workload, transformational leadership, and employee engagement all contribute significantly to the explanation of Generation Z employees' silent resignations at neighborhood coffee shops in Blitar City. The findings of the simultaneous test demonstrate that the three independent variables ly have a significant impact on quiet quitting, confirming that the phenomena of quiet quitting is the outcome of interactions between job features, leadership, and individual factors.

Partially, employee engagement and transformational leadership were found to have a negative effect on quiet quitting, meaning that the higher the employee engagement and the more effective the transformational leadership style applied, the lower the tendency for employees to engage in quiet quitting. Conversely, workload had a positive effect on quiet quitting, indicating that an increase in the perceived demands of work encourages the emergence of psychological withdrawal behavior. These findings reinforce the Job Demands-Resources (JD-R) Model theoretical framework and are relevant to the characteristics of Generation Z, who are sensitive to the meaning of work, leadership support, and work-life balance.

Thus, this study concludes that efforts to reduce quiet quitting among Generation Z employees in the coffee shop sector cannot be done partially, but must be done through an integrated approach, namely by increasing employee engagement, implementing supportive and inspiring transformational leadership, and managing workloads fairly and proportionally. This approach is expected to increase employee engagement, maintain their psychological well-being, and ultimately enhance organizational performance sustainability.

## FURTHER STUDY

In order to better understand the antecedents of quite quitting behavior, future research is advised to expand on this study by including additional psychological and organizational variables as job satisfaction, organizational commitment, perceived organizational support, and work-life balance. It is also advised to use longitudinal and mixed-method approaches to better understand employees' subjective experiences and to record changes in employee engagement and withdrawal behavior over time. Additionally, extending the research setting beyond Generation Z and small-scale service enterprises to other industries, organizational sizes, and generational cohorts would improve the findings' generalizability and enable cross-sectoral and cross-cultural comparisons.

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