



Vol. 2. No. 3, May 2025

E-ISSN : 3047-602X

DOI : <https://doi.org/10.61942/oikonomia.v2i3.341>

Available : <https://jurnalhafasy.com/index.php/oikonomia>

## Human Resources Strategy in Dealing with Quiet Quitting Among Millennials

Fauziah F Farawowan<sup>1</sup>, Sian Linda Lerebulan<sup>2</sup>, Nurul Fadhilah<sup>3</sup>, Amalia Tasya<sup>4</sup>

STIE Port Numbay Jayapura, Indonesia<sup>1</sup>, Sekolah Tinggi Ilmu Ekonomi Port Numbay, Indonesia<sup>2</sup>, Universitas Sriwijaya, Indonesia<sup>3</sup>, Universitas Ahmad Dahlan, Indonesia<sup>4</sup>

Submission: April 29, 2025

Revised: May 22, 2025

Accepted: May 26, 2025

Published: May 31, 2025

Corresponding Author:

Author Name\*: Fauziah F

Farawowan

Email\*:

[fauziahfarawowan2@gmail.com](mailto:fauziahfarawowan2@gmail.com)

**Abstrak:** *The phenomenon of quiet quitting reflects employee disengagement due to an imbalance between organizational demands and the fulfillment of individual psychological needs, especially among the millennial generation. Different from conventional resignations, quiet quitting refers to a passive attitude where employees only work to the minimum without emotional involvement or desire to grow. The millennial generation who demand meaning, autonomy, and life balance tend to do quiet quitting when the organization fails to create an inclusive, supportive, and flexible workspace. This study uses a qualitative approach with a literature study method to examine how human resource management (HR) strategies can respond to this phenomenon adaptively. The results of the study show that conventional managerial approaches that are transactional and hierarchical are no longer relevant. In contrast, strategies based on human-centered management, Agile HR, and personalized employee experience have proven to be more effective in building employee engagement and loyalty. Data-based technology is also an important tool in understanding employee needs and aspirations in real time. Therefore, HR strategy transformation is a must to create a relevant, healthy, and sustainable work culture in the modern work era.*

**Keywords:** *Millennials; Human Resource Strategy; Quiet quitting*



### INTRODUCTION

In recent years, the phenomenon of quiet quitting has emerged as a silent response from employees to excessive workloads, lack of appreciation, and blurred boundaries between professional and personal life. Unlike conventional termination of employment, quiet quitting does not mean quitting work, but rather carrying out tasks as formal obligations without enthusiasm, loyalty, or the desire to contribute more. This phenomenon is not just a form of "laziness", but a form of passive resistance to a work system that is considered exploitative or dehumanizing employees. A survey by Burhanuddin (2025) showed that only 32% of workers worldwide feel engaged in their work, while the rest show symptoms of low engagement that are closely related to quiet quitting. This condition certainly threatens organizational productivity and reflects a crisis in labor relations management that has tended to ignore the psychological needs of employees.

This phenomenon is even more complex when associated with the millennial generation—the age group that is now the mainstay of the workforce. Millennials are known to have a more reflective work orientation and emphasize values such as work-life balance, meaningful goals, and the desire to be heard and appreciated personally, not just professionally. When organizations fail to provide participatory spaces and reward systems that are in line with these values, millennials tend to withdraw psychologically, even if they are physically present. A study conducted by Veren et al (2025) revealed that more than 40% of millennials feel consistently stressed due to work pressure, and most of them consider leaving or quiet quitting. So, quiet quitting is not just an individual symptom, but a reflection of a systemic failure to create an inclusive, adaptive, and long-term well-being-oriented work environment. Conventional HR strategies are no longer enough; a new, more humanistic and data-driven approach is needed to respond appropriately to this dynamic.

In the context of the increasing trend of quiet quitting, the strategic role of Human Resources (HR) can no longer be limited to

administrative functions alone, but must evolve into an agent of organizational change that actively forms an inclusive, supportive, and adaptive work culture. HR must be able to read the psychological and social dynamics of employees, especially millennials, who have an intrinsic need for meaning, autonomy, and recognition. Unfortunately, many organizations still apply a transactional managerial approach—measuring performance only from quantitative output without considering the affective and internal motivational aspects of employees. In fact, research by Damayanti et al (2022) confirms that emotional involvement and perceptions of organizational justice have a significant effect on employee loyalty and productivity. Therefore, HR strategies need to be complemented by an engagement monitoring system, empathy training for superiors, and a two-way communication forum that allows employees to voice their hopes and complaints openly without fear of reprisal.

Furthermore, HR units need to transform into drivers of a healthy organizational culture through policies that support employee well-being as a whole. This includes the implementation of flexible working hours, mental health leave policies, personalized self-development programs, and reward systems that are not solely based on numerical targets, but also recognition of qualitative contributions. This approach is in line with the concept of human-centered management that is developing in modern management literature. According to Risman's report (2024), companies that successfully implement an HR approach based on employee welfare experience an increase in productivity of up to 21% and a decrease in turnover rates of 30%. This strategy is not only an investment in employees, but also a form of long-term business sustainability. If HR fails to read the signs of quiet quitting and does not anticipate it through a responsive approach, the organization will face the risk of stagnation, a decline in collective morale, and a crisis of internal trust that is difficult to restore.



The millennial generation brings new values and expectations to the workplace that are fundamentally different from previous generations. They grew up in a fast-paced digital era, are accustomed to extensive access to information, and are more aware of personal rights and work-life balance. This makes millennials tend to reject traditional work patterns that demand absolute loyalty without balanced reciprocity. They no longer see work as just a source of income, but also as a means of self-expression and personal development. When organizations fail to provide a workspace that supports these values, the tendency to do quiet quitting becomes a “safe” solution for millennials to maintain mental health without having to engage in open conflict. A study by Muktamar et al (2023) shows that 75% of millennials will choose to leave an organization if they feel they do not have room to grow or are personally appreciated. This is a signal that a managerial approach that ignores the aspirations of this generation will trigger a massive and systemic disengagement crisis.

Even more problematic, many organizations are still trapped in the assumption that all generations can be managed with a uniform approach. In fact, millennials need a more flexible work structure, an open and horizontal communication system, and more participatory and empathetic leadership. They are also more responsive to constructive and real-time feedback, rather than formal annual evaluations. When organizations insist on using hierarchical and bureaucratic patterns, they actually increase the psychological distance between management and young employees. In his research, Rimadhani (2024) stated that millennials have a strong preference for a transparent work environment and provide space for continuous learning. This shows that organizations that want to retain the millennial workforce must redesign their work culture, not just add material incentives. Otherwise, quiet quitting will continue to spread not because of individual weaknesses, but because of a system that fails to adapt to changing generational realities.

Amidst the disruption of the world of work and shifting employee values, the need for innovation in employee management strategies is becoming increasingly urgent. Traditional strategies that emphasize control, structural discipline, and material incentives alone have proven to be inadequate in building long-term engagement, especially among millennials who demand more autonomy, flexibility, and meaning in their work. In this case, organizations need to transform the management paradigm from a transactional approach to a relational and collaborative one. One relevant innovation is the implementation of agile people management, namely an HR management approach that is adaptive, iterative, and responsive to changing employee needs. According to the report by Firdaus & Anisa (2025), companies that implement an agility-based management approach have better organizational resilience and higher levels of employee engagement. This kind of strategy provides space for employees to contribute creatively, participate in decision-making, and feel emotionally connected to the organization.

Furthermore, HR strategy innovation is not enough just by providing modern work facilities or flexible benefits, the essence lies in how the organization builds a holistic employee experience. This includes open two-way communication, empathy-based leadership, transparent career development, and a psychologically and socially relevant reward system. This is where the importance of HR technology integration lies, not only as an administrative tool, but as a means to understand employee engagement patterns and individual needs through analytical data. A study by Sirait et al (2024) states that organizations that use a data-based approach in employee management strategies are 3.5 times more likely to experience increased performance and retention. This means that quiet quitting is not just a matter of individual work morale, but a systemic indicator of the organization's failure to read the dynamics of its employees' needs. Therefore, innovation in HR management must move towards personalization, humanization, and

digitalization, so that organizations remain relevant in an era of work that is increasingly fluid and full of value demands.

## METHOD

This study uses a qualitative approach with a literature review method as the main strategy in data collection and analysis. This approach was chosen because the problems raised are conceptual and contextual, namely how human resource management strategies respond to the phenomenon of quiet quitting, especially among the millennial generation. Literature studies allow researchers to explore, compare, and analyze theoretical and empirical findings from various relevant scientific sources systematically and in depth.

The data sources in this study come from reputable scientific journals, academic books, research reports of professional organizations (such as Gallup, Deloitte, PwC, and the World Economic Forum), and international conference articles published in the last five to ten years. The selection of literature was carried out purposively, namely based on the relevance of the topic, the credibility of the source, and its relationship to the three main variables in this study: the phenomenon of quiet quitting, the characteristics of the millennial generation in the context of work, and HR management strategies. The data analysis technique was carried out through thematic analysis, by identifying patterns, main issues, and policy recommendations from the literature reviewed. Furthermore, the results of the analysis were synthesized to form a comprehensive understanding of how organizations can design effective and contextual HR strategies in dealing with quiet quitting in the modern work era.

## RESULTS AND DISCUSSION

### Characteristics of Quiet Quitting and its Implications for Organizational Performance

#### 1. Quiet Quitting as a Symptom of Structural Disengagement in Organizations

Quiet quitting has become a popular term in workplace discourse, especially post-pandemic, and is often misunderstood as an indication of employee laziness or lack of dedication. In fact, this phenomenon is an expression of disappointment with organizational structures that fail to meet employee expectations, especially millennials and Gen Z. They do not necessarily lose their work ethic, but rather lose their emotional attachment to their work because they feel their contribution is not appreciated or meaningful. Disengagement occurs when the reciprocal relationship between employees and the organization becomes unequal, which can theoretically be explained through Social Exchange Theory (Blau, 1964). According to this theory, employees will invest emotionally and cognitively when they receive fair support and rewards from the organization. When injustice is felt consistently, the response is not explicit resignation, but rather a restriction of participation reflected in behaviors such as quiet quitting.

The phenomenon of quiet quitting also highlights the importance of adaptive work structures and empathetic leadership. Organizational systems that are too hierarchical, rigid, and lack flexibility create a work environment that inhibits employee engagement. Osborne & Hammoud (2017) found that only 32% of employees worldwide feel truly engaged in their work. Conversely, disengaged workers show decreased productivity, loyalty, and creativity. Research by Serenko (2024) emphasizes that engagement occurs when employees feel psychologically safe, their work is meaningful, and there are resources available to support their roles. Unfortunately, many organizations fail to meet these three conditions, leaving employees



feeling alienated. In such conditions, quiet quitting becomes a passive way to maintain personal boundaries, especially when communication is not two-way and superiors do not provide consistent feedback or recognition.

For many modern employees, work is not just about pay, but about value, recognition, and life balance. This is in line with the findings of Li et al (2025) who stated that burnout and disengagement tend to occur when job demands are high but not balanced with job resources such as social support, autonomy, and recognition. When organizations fail to provide these resources, employees no longer see a reason to make extra efforts that are not appreciated. Quiet quitting, in this context, is not a form of apathy, but a form of rational and measured self-protection. They do not stop working, but stop giving the extra emotional energy they previously poured out. This is important to distinguish so that organizations do not misdiagnose the situation as an individual problem alone, but rather see it as a reflection of the work structure and culture that needs to be changed.

Viewing quiet quitting as just a matter of individual attitude will make organizations ignore the deeper roots of the problem. Organizations need to realize that the increasing phenomenon is an early symptom of erosion of work culture and failure in human resource management. Research by Badrianto & Maryadi (2023) shows that employee engagement contributes significantly to improving work performance, citizenship behavior, and retention. Therefore, organizations that want to prevent quiet quitting need to invest in creating a work system that provides meaning, recognition, flexibility, and growth opportunities for employees. Structural changes such as more empathetic leadership training, realistic workload evaluations, and fair reward systems are concrete steps that must be taken. Only by restructuring the work structure and culture based on deep scientific understanding can organizations re-create an environment that encourages sustainable employee engagement, loyalty, and productivity.

### 2. Millennials' Perception of the Meaning of Work and Life Balance as Triggers for Quiet Quitting

The millennial generation has a different view of the meaning of work compared to previous generations. If previous generations tended to view work as an obligation and a means of meeting economic needs, the millennial generation sees work as part of their identity and an expression of personal values. For them, work is not just about making money, but must also bring meaning, opportunities for development, and be in line with the lifestyle they want. This view is closely related to the Self-Determination theory developed by Deci and Ryan (1985), which states that intrinsic motivation in work will emerge if three basic psychological needs are met: autonomy, competence, and social connectedness. Millennials strongly emphasize the importance of autonomy through work flexibility, such as flexible working hours and the possibility of working from anywhere, as well as a work environment that allows them to develop skills and establish healthy relationships with coworkers. When these conditions are not met, intrinsic motivation will decline, and they begin to lose emotional involvement in work.

The expectation of a work environment that supports work-life balance, mental health, and inclusive values is becoming increasingly important among millennials. Many of them want a transparent, open, and equal working relationship, and expect recognition for their contributions, not only in the form of material compensation, but also in the form of psychological rewards. Muliawati & Frianto's (2020) research highlights that work-life balance is a top priority for millennials in determining job satisfaction. Another study by Harmen et al (2024) also shows that employees from this generation prefer organizations that pay attention to overall well-being, not just productivity demands. When companies ignore this, millennial workers are more likely to withdraw psychologically as a form of self-protection against fatigue and stress, a phenomenon now known as "quiet quitting." Quiet quitting is not a form of laziness, but



rather a survival strategy to maintain mental health without having to directly resign from the existing job.

The phenomenon of quiet quitting can be understood through the Social Exchange theory approach (Blau, 1964), which explains that the relationship between employees and organizations is reciprocal. When an organization fails to meet employee expectations in terms of support, balance, and recognition, employees will reduce their contributions as a form of negative reciprocity. Quiet quitting is a real form of withdrawal of this contribution, where employees only perform the minimum required tasks and do not involve themselves in other aspects of work such as collaboration, innovation, or additional initiatives. This condition slowly creates an apathetic and stagnant work culture. This lack of involvement will have an impact on decreasing creativity, loyalty, and efficiency, which of course is detrimental to the company in the long term. In this context, quiet quitting is an important signal to the organization that there is a mismatch between the company's values and the expectations of the current dominant generation of workers.

To overcome this phenomenon, organizations need to transform their work culture to be more adaptive to the values held by the millennial generation. This strategy includes flexible work policies, mental well-being programs, inclusive leadership, and reward systems that are not only material, but also symbolic and emotional. Research by Sabrina et al (2024) suggests that companies that want to retain young talent must build a work environment that provides meaning, autonomy, and long-term support. By providing space for growth and recognition of individual needs, companies can encourage re-engagement and prevent massive quiet quitting. Organizations that are able to understand and respond appropriately to these dynamics will be better prepared to face the challenges of employee productivity and retention in the modern work era that increasingly emphasizes the values of balance, meaningfulness, and holistic health.

### **Innovation of HR Management Strategy to Overcome Quiet Quitting Among Millennials**

#### **1. Human-Centered and Agile HR Approaches as a Response to Changing Millennial Work Values**

The changing work values brought by the millennial generation have forced organizations to make fundamental adjustments in the way they manage human resources. Millennials are known to have high expectations for the meaning and purpose of work, and highly value work-life balance and flexibility. They no longer see work as merely an economic obligation, but as part of their identity and space for personal growth. Research by Moh'd et al (2024) shows that millennials tend to focus more on work-life balance than previous generations, and have a strong orientation towards work that has a social and personal impact. This explains why the traditional approach that emphasizes rigid hierarchies and productivity alone is increasingly losing relevance. Therefore, the emergence of a human-centered approach is a strategic response, where organizations begin to place the psychological and emotional needs of employees as the foundation for managerial decision-making.

The human-centered management approach in HR emphasizes the importance of viewing employees as whole individuals, not just parts of a production machine. This concept integrates empathy, trust, and the need to be empowered into every aspect of work policies. According to Lase et al (2025), organizations that explicitly support employee personal growth tend to create a much more resilient and productive work culture. By creating a psychologically safe work environment, employees feel valued, free to express themselves, and more emotionally involved in their work. On the other hand, the role of HR has also transformed from merely implementing policies to becoming a strategic partner that facilitates individual development. Customized training programs, mentoring based on personal needs, and involvement in decision-making are key elements in this



approach. Rahman et al's (2023) research on psychological safety reinforces that a work environment that encourages active participation and values individual contributions significantly improves team engagement and performance.

Along with these changes, the Agile HR approach has begun to be widely adopted as a dynamic and responsive framework to changing needs. Agile HR refers to the use of agile principles previously used in software development to create HR processes that are adaptive, collaborative, and responsive to feedback. According to Rismanto et al (2025), the application of agile in the context of organizational management allows for increased efficiency, innovation, and job satisfaction. Agile HR also encourages shorter, data-driven evaluation cycles, allowing employees and managers to continuously adjust work goals and strategies. In other words, organizations are not only more flexible, but also better prepared to deal with uncertainty and individual needs. The McKinsey report (2023) confirms that organizations that implement agile HR principles are able to increase young talent retention by up to 25%, as well as build a more open and collaborative work culture, two things that are very important in preventing quiet quitting, which is a phenomenon where employees quietly withdraw from work commitments without actually leaving the company.

Ultimately, the integration of human-centered and Agile HR approaches is an important foundation in building an inclusive, adaptive, and meaningful workplace of the future. Organizations that are able to understand and respond to millennial values authentically will excel in attracting and retaining talent. Moreover, they will also create a work environment that is able to support sustainable growth, both for individuals and the organization itself. In the long term, this approach also contributes to reducing burnout and improving mental health in the workplace, as evidenced by a study by Sari et al (2020) which found that high employee engagement is highly correlated with increased productivity

and decreased turnover. Thus, a human-centered and agile HR strategy is not only relevant, but also a necessity in the context of the social and demographic changes of the modern workplace.

### 2. Building a Proactive and Personalized Employee Experience System

The phenomenon of quiet quitting, where employees only do the bare minimum without any further initiative, has become a strategic issue indicating the failure of organizations to create meaningful and relevant work experiences. The roots of this behavior often stem from monotonous, unfair working conditions, and minimal recognition of employees' personal identities and needs. In this context, the traditional approach to human resource management that is reactive and uniform (one-size-fits-all) is no longer relevant, especially for the millennial and Gen Z generations who now dominate the workforce. They demand a work environment that provides space for personalization, autonomy, and life balance. Research by Kasidi & Sudarjo (2023) found that only 20% of employees globally feel truly engaged in their work, and most feel that their organizations do not understand what they need to thrive. This condition emphasizes the importance of developing an employee experience system that not only pays attention to general job satisfaction, but also touches on the personal, psychological, and emotional aspects of each individual.

The implementation of a proactive and personalized employee experience system begins with the redesign of a more flexible and dynamic work process. Boring and overly bureaucratic work processes can reduce employee psychological engagement. In the theory of work engagement by William A. Kahn (1990), it is stated that individuals will be more physically, cognitively, and emotionally involved if they feel psychologically safe, have meaning in their roles, and are given the freedom to express themselves. Therefore, organizations must design workflows and assignments that are in line with the values, interests, and unique potential of each

employee. In practice, this can include hybrid work arrangements, giving projects based on interests or specializations, and strengthening two-way communication in the work process. A work system that provides room for growth and freedom has been shown to significantly increase intrinsic motivation and strengthen employees' emotional ties to the organization.

In addition, personalization must also be applied to reward systems, career paths, and feedback mechanisms. Each individual has different preferences in terms of the form of reward, some prioritize verbal recognition, promotion opportunities, or work flexibility. Herzberg's (1959) motivation theory states that motivating factors such as achievement, recognition, and responsibility play a major role in increasing job satisfaction, much stronger than just financial compensation. Therefore, organizations must design a reward system that is not only material, but also includes psychological and social aspects that are in accordance with individual expectations. Career paths also need to be opened with an adaptive approach, allowing employees to develop in the direction they want, not just following a rigid vertical promotion pattern. The implementation of a two-way feedback mechanism regularly, either through direct dialogue or digital surveys, is also an important means for employee voices to be truly heard and used as a basis for strategic decision making.

In this case, the role of digital technology becomes very important as the main supporter of an effective employee experience system. Technologies such as HR analytics, engagement survey applications, and performance dashboards allow organizations to collect and analyze real-time data on employee behavior, satisfaction, and aspirations. A study by Ellera et al (2023) shows that companies with a data-based employee experience strategy are 4.2 times more likely to retain the best talent than those that do not implement it. The use of this technology enables large-scale personalization (mass customization) which was previously difficult to do manually. When data is used wisely to design HR strategies that

are sensitive to individual needs, companies not only avoid the risk of quiet quitting, but also create more authentic, productive, and sustainable working relationships. Thus, building a proactive and personalized employee experience system is not only a strategic option, but has become a necessity for organizations that want to survive and excel in the modern work era.

## CONCLUSIONS

The quiet quitting phenomenon reflects a form of employee disengagement due to the imbalance of reciprocal relationships between individuals and organizations. This is not just a matter of laziness, but a rational response to the failure of organizations to meet psychological needs, such as recognition, meaning, and life balance. Millennials and Gen Z interpret work as part of their identity, not merely an economic obligation. When expectations of flexibility, autonomy, and emotional support are not met, they tend to withdraw psychologically. Organizations that are too rigid, hierarchical, and lack two-way communication exacerbate this disengagement. To prevent this, a human-centered approach and Agile HR are important strategies that emphasize personalization, empathy, and speed of adaptation. In addition, developing a personalized employee experience can strengthen engagement and loyalty. A work system that provides space for self-expression and growth has been shown to encourage intrinsic motivation. Data-based technology also plays a major role in understanding employee aspirations in real time. All of these strategies are needed so that organizations are able to create a relevant, inclusive, and sustainable work culture in the modern era.

## REFERENCES

- Burhanuddin, B. (2025). Strategi Human Resource dalam Mengelola "Quiet Quitting" di Kalangan Karyawan Milenial: Studi Kasus di Startup Digital. *Jurnal Ilmu Manajemen, Bisnis dan Ekonomi (JIMBE)*, 3(1), 99-106.



Vol. 2. No. 3, May 2025

E-ISSN : 3047-602X

DOI : <https://doi.org/10.61942/oikonomia.v2i3.341>

Available : <https://jurnalhafasy.com/index.php/oikonomia>

- Veren, K., Callista, I., Aprillia, A., Setradihardja, L. I., & Prima, I. R. (2025). An Overview of Quiet Quitting Among Millennial and Gen Z Employees. *Psikologi Prima*, 8(1), 61-76.
- Damayanti, S., Santoso, E., & Setiawan, F. (2022). Pengaruh Keadilan Organisasi, Lingkungan Kerja Fisik, Dan Kompensasi Terhadap Loyalitas Karyawan Pdam Kabupaten Ponorogo. *Bussman Journal: Indonesian Journal of Business and Management*, 2(3), 487-501.
- Risman, R. (2024). Integrasi Psikologis dalam Strategi MSDM: Dampaknya terhadap Kesejahteraan Karyawan dan Kinerja. *Economics and Digital Business Review*, 5(2), 782-797.
- Muktamar, A., Hertina, D., Ratnaningsih, R., Syaepudin, S., Syahputra, H., Hendriana, T. I., ... & Nursanti, T. D. (2023). *MSDM ERA MILENIAL: Pengelolaan MSDM Yang Efektif Untuk Generasi Milenial*. PT. Sonpedia Publishing Indonesia.
- Rimadhani, A. P. (2024). Menghadapi Perubahan Paradigma Kepemimpinan: Strategi Mengelola Generasi Z dan Milenial Yang Berbeda. *Journal of Knowledge and Collaboration*, 1(2), 60-70.
- Firdaus, F. Z., & Anisa, N. (2025). Mixed Methode: Transformasi Digital, Kepemimpinan Agile, dan Praktik Green Innovation dalam Meningkatkan Kinerja dan Keberlanjutan Perusahaan di Indonesia pada Era Digitalisasi Global. *Jurnal Ekonomi, Akutansi dan Organisasi*, 2(3), 214-229.
- Sirait, A. A., Safitri, D., Batubara, E. P., Gresya, D., Falah, R., Siregar, K. G., & Robain, W. (2024). Kepemimpinan Global dan Pengaruhnya Terhadap Manajemen Kinerja Dalam Organisasi Internasional. *Yos Soedarso Economic Journal (YEJ)*, 6(3), 99-109.
- Osborne, S., & Hammoud, M. S. (2017). Effective employee engagement in the workplace. *International Journal of Applied Management and Technology*, 16(1), 4.
- Li, Y., Chen, C., & Yuan, Y. (2025). Evolving the job demands-resources framework to JD-R 3.0: The impact of after-hours connectivity and organizational support on employee psychological distress. *Acta Psychologica*, 253, 104710.
- Badrianto, Y., & Maryadi, A. (2023). Pengaruh Employee Engagement terhadap Kinerja Karyawan dengan Kepuasan Kerja sebagai Variabel Intervening. *SEIKO: Journal of Management & Business*, 6(2).
- Muliawati, T., & Frianto, A. (2020). Peran work-life balance dan kepuasan kerja terhadap kinerja karyawan milenial: studi literatur. *Jurnal Ilmu Manajemen (JIM)*, 8(3), 606-619.
- Harmen, H., Syahreza, D., Manik, A. M. C. B., Lubis, A. S., Agustin, A., Hutagalung, A. T., ... & Prayoga, W. (2024). Peranan Efektif Komunikasi Kerja, Konflik Kerja, Stres Kerja dan Lingkungan Kerja dalam Meningkatkan Produktivitas Karyawan Perusahaan Perak Tom's Silver Yogyakarta. *Economic Reviews Journal*, 3(3), 1140-1156.
- Sabrina, N., Istiqomah, N., Humaya, S., & Burhan, M. R. (2024). Dilema Perusahaan kepada Generasi Gen Z dari Dampak Positif dan Negatif Perilaku Cyberloafing. *AL-DALIL: Jurnal Ilmu Sosial, Politik, dan Hukum*, 2(3), 8-16.
- Moh'd, S., Gregory, P., Barroca, L., & Sharp, H. (2024). Agile human resource management: A systematic mapping



Vol. 2. No. 3, May 2025

E-ISSN : 3047-602X

DOI : <https://doi.org/10.61942/oikonomia.v2i3.341>

Available : <https://jurnalhafasy.com/index.php/oikonomia>

---

study. *German Journal of Human Resource Management*, 38(4), 345-374.

Lase, D., Absah, Y., Lumbanraja, P., Giawa, Y., & Gulo, Y. (2025). Teori Budaya Organisasi: Konsep, Model, dan Implikasi untuk Manajemen Organisasi. *Tuhenori: Jurnal Ilmiah Multidisiplin*, 3(1), 21-45.

Rahman, N., Rahmat, A., & Oemar, F. (2023). Pengaruh Inclusive leadership Terhadap Meaningful work: Peran Mediasi Psychological safety. *JURNAL KOMUNITAS SAINS MANAJEMEN*, 2(3), 200-211.

Sari, A. P., Hermawan, A., & Affandi, M. J. (2020). Pengaruh kepuasan kerja dan keterikatan karyawan terhadap turnover intention karyawan (Studi kasus: Restoran). *Jurnal Aplikasi Bisnis dan Manajemen (JABM)*, 6(2), 258-258.

Kasidi, D., & Sudarjo, S. (2023). Motivasi Pegawai Terhadap Pelayanan Publik Di Rumah Sakit Umum Kabupaten Sampang. *Inspirasi: Jurnal Ilmu-Ilmu Sosial*, 20(1), 794-803.

Ellera, L., Jamali, D. R., & Caldwell, C. (2023). “Quiet Quitting” and “Quiet Thriving”—Flourishing in the Modern Organization. *The Journal of Values-Based Leadership*, 16(2), 8.