

## WHEN WORKLOAD AND WORK ENVIRONMENT SHAPE QUIET QUITTING: EMPIRICAL EVIDENCE FROM GOVERNMENT INSTITUTIONS IN INDONESIA

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### Abstract

Quiet quitting has emerged as a growing challenge in public sector organizations, particularly in high-demand service institutions operating under geographical and resource constraints. This issue is critical because persistent employee disengagement can undermine service quality, organizational effectiveness, and the sustainability of public service delivery, especially in strategically important regions such as eastern Indonesia. This study examines the effects of workload and work environment on quiet quitting among civil servants in the Directorate General of Civil Aviation in Papua using a quantitative survey approach. Data were collected from operational-level employees in airport technical units to analyze how job demands and workplace conditions shape disengagement behavior. The findings show that excessive workload increases employees' tendency to engage in quiet quitting, while a supportive work environment reduces such behavior. These results indicate that quiet quitting represents an adaptive response to sustained workload pressure rather than a lack of commitment in public sector organizations.

**Keywords:** civil servants, public sector, quiet quitting, workload, work environment

### INTRODUCTION

The Ministry of Transportation of the Republic of Indonesia plays a strategic role in ensuring national connectivity and supporting economic transformation toward Indonesia Emas 2045. In the 2025–2029 development period, the transportation sector faces complex challenges, including post-pandemic economic recovery, rapid digital transformation in the era of Industry 4.0 and Society 5.0, and increasing global pressures related to environmental crises and resource scarcity. Within this context, the Directorate General of Civil Aviation (DGCA) holds a critical mandate in maintaining safe, reliable, and sustainable air transportation services across Indonesia, particularly in eastern regions where air transport is often the primary mode of mobility and logistics distribution. Papua, with its challenging geographical conditions, limited infrastructure, and high operational dependency on aviation services, represents a unique organizational setting where employee performance and resilience are essential for sustaining public service delivery.

Despite its strategic importance, the DGCA units operating in Papua face substantial human resource management challenges. High operational demands, limited personnel, and complex task structures frequently expose employees to excessive workloads and unfavorable working conditions. These pressures may weaken work motivation and reduce employees' emotional attachment to their organization, thereby increasing the risk of quiet quitting. Quiet quitting refers to a condition in which employees remain physically present at work but deliberately limit their engagement, initiative, and discretionary effort beyond formal job requirements (Atiku et al., 2025; Lestari et al., 2024; Talukder & Prieto, 2025). In public sector organizations, such behavior poses a serious threat to service quality, organizational effectiveness, and long-term institutional sustainability.

Globally, quiet quitting has emerged as a widespread phenomenon over the past decade, closely associated with declining employee engagement and increasing concerns about psychological well-being at work. Gallup (2025) reports

that approximately 62% of employees worldwide exhibit characteristics of quiet quitting, contributing to an estimated global productivity loss of US\$8.9 trillion. Trends in employee engagement data further indicate a consistent decline across multiple organizational levels, signaling a broader disengagement crisis in contemporary workplaces. Similar patterns have been observed across countries, including Indonesia, where online search trends and survey data suggest a relatively high prevalence of quiet quitting tendencies compared to several developed economies. In the Indonesian public sector, recent survey evidence reveals that a large proportion of civil servants are no longer oriented toward career advancement, instead prioritizing work-life balance and mental well-being over additional work demands (AbdiMuda, 2025; Talukder & Prieto, 2025).

Empirical observations in Papua reinforce these broader trends. Preliminary surveys among civil servants in DGCA technical units indicate low interest in training participation, frequent absenteeism, avoidance of additional tasks, and minimal work effort, all of which reflect core indicators of quiet quitting. These behaviors suggest that quiet quitting is not merely an abstract or global concept but a tangible organizational issue affecting frontline public service units in geographically remote and resource-constrained regions. If left unaddressed, such conditions may undermine professionalism, productivity, and compliance with the public service values mandated by Indonesia's Civil Service Law.

Previous studies on quiet quitting have predominantly focused on private-sector settings and individual psychological factors such as burnout, emotional exhaustion, work-life imbalance, and job insecurity (Ahmed et al., 2025; Kurniawan et al., 2024; Lestari et al., 2024). Although recent research has begun to acknowledge the role of organizational systems and contextual factors, empirical evidence

examining structural determinants particularly workload and work environment remains limited, especially in public sector organizations. Existing studies are largely concentrated in corporate, healthcare, education, or hospitality contexts, with minimal attention given to public service institutions operating under extreme geographical and infrastructural constraints, such as those in Papua.

In public organizations, workload represents the cumulative demands of tasks, responsibilities, and time pressures imposed on employees in fulfilling service obligations. When workloads exceed individual capacity and are not balanced by adequate organizational support, employees are more likely to experience fatigue, stress, and emotional withdrawal from their work. Similarly, the work environment both physical and non-physical plays a crucial role in shaping employees' perceptions of comfort, safety, social interaction, and organizational support. In challenging regions like Papua, limitations in facilities, infrastructure, communication access, and social work climate may exacerbate the negative effects of high workload, thereby increasing employees' propensity to disengage silently rather than exit formally.

This research has interesting novelties to study and offers three contributions to the extant literature on quiet quitting in the public sector. First, it provides empirical evidence on quiet quitting in the public sector, a context that has been underrepresented in prior studies. Second, it simultaneously examines workload and work environment as structural determinants of quiet quitting rather than focusing solely on individual psychological factors. Third, it situates the analysis within DGCA technical units in Papua, a region characterized by extreme geographical, operational, and institutional conditions. The objective of this study is to contribute to the development of more contextualized human resource policies and managerial interventions that can

strengthen employee engagement and sustain public service performance in strategically critical yet vulnerable regions.

### **Relationship between Workload and Quiet Quitting**

Quiet quitting reflects a form of psychological and behavioral withdrawal in which employees deliberately limit their work effort to formal job requirements without exiting the organization. Rooted in the broader concepts of work disengagement and employee withdrawal behavior, quiet quitting emerges as an adaptive response when employees perceive an imbalance between job demands and personal well-being (Anand et al., 2024; Serenko, 2024). In the post-pandemic work context, excessive job demands have increasingly been identified as a central trigger of such withdrawal behavior, particularly when organizational support and rewards are perceived as insufficient.

From the perspective of job demands theory, workload represents the volume, intensity, and complexity of tasks that must be completed within limited time and resource constraints. When workload exceeds employees' physical, cognitive, or emotional capacity, it generates strain, fatigue, and emotional exhaustion, which may encourage employees to psychologically distance themselves from work rather than engage proactively. Prior research conceptualizes workload as a multidimensional construct encompassing both quantitative demands (e.g., excessive task volume and time pressure) and qualitative demands (e.g., task complexity exceeding individual capability), both of which contribute to stress and reduced motivation when poorly managed (Chen et al., 2023; Dudija & Rindu Annisa Putri, 2025).

Recent empirical studies consistently demonstrate a positive association between workload and quiet quitting. Ramadhi et al. (2024) find that workload has a direct and significant positive effect on quiet quitting, indicating

that higher perceived workload increases employees' tendency to disengage psychologically from their work. Similarly, Galanis et al. (2025) report that excessive workload significantly predicts quiet quitting alongside burnout and turnover intention, particularly in post-crisis organizational settings. Kurniawan et al. (2024) further show that workload intensifies quiet quitting both directly and indirectly through emotional exhaustion, reinforcing the argument that sustained work pressure erodes employees' willingness to exert discretionary effort.

Although some studies report non-significant direct effects, the overall direction of the relationship remains consistent. Falah & Palupi (2025), for example, observe a positive but non-significant effect of work overload on quiet quitting, suggesting that workload remains a latent risk factor whose impact may materialize through mediating mechanisms such as job stress, burnout, or reduced well-being. Conceptual and empirical evidence also indicates that quiet quitting often represents the cumulative outcome of prolonged exposure to excessive workload rather than an immediate reaction to short-term work pressure (Ng et al., 2025; Zhou et al., 2025)

Taken together, prior findings suggest that when employees are continuously exposed to high workload without adequate recovery opportunities, resources, or organizational support, they are more likely to adopt quiet quitting as a coping strategy to protect their well-being. In public sector contexts, where formal job security limits exit options, excessive workload may further intensify this tendency, making psychological withdrawal a more feasible response than turnover. Therefore, this study proposes the following hypothesis:

**H1: Workload has a positive effect on quiet quitting.**

### **Relationship between Work Environment and Quiet Quitting**

Work environment refers to the combination of physical and non-physical conditions in which employees perform their daily tasks. Conceptually, it encompasses not only tangible aspects such as workspace design, facilities, lighting, and ergonomics, but also social and psychological elements including interpersonal relationships, managerial support, communication quality, and organizational climate (Edward & Purba, 2020; Mohamad Suleiman, 2023). A conducive work environment provides employees with a sense of comfort, safety, and psychological security, enabling them to utilize their energy and time more effectively at work (Sunarsi, 2019).

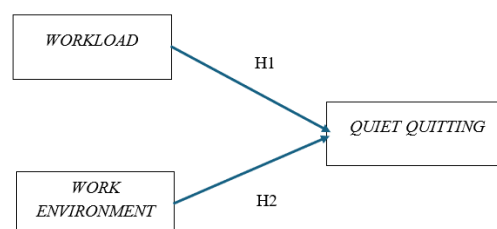
From a behavioral perspective, an unfavorable work environment may act as a chronic stressor that undermines employee well-being and reduces emotional attachment to the organization. Poor physical conditions, limited resources, weak social support, and toxic interpersonal dynamics can gradually erode motivation and engagement, encouraging employees to withdraw psychologically while remaining formally employed. In such situations, quiet quitting emerges as a coping strategy through which employees protect themselves from prolonged exposure to adverse working conditions without resorting to actual turnover.

Recent empirical evidence consistently supports the relationship between work environment and quiet quitting. Moisoglou, Katsiroumpa, Prasini, et al. (2024) demonstrate that poor work environments significantly increase quiet quitting tendencies among nurses,

highlighting the role of inadequate facilities and stressful social conditions. Similarly, Mohammadi et al. (2024) find that toxic work environments have a strong positive effect on quiet quitting, accounting for nearly half of the variance in disengagement behavior. Studies by Nguyen & Vu (2025) and Atiku et al. (2025) further reveal that negative workplace climates characterized by limited support, workplace silence, and unfair treatment intensify burnout and subsequently increase the likelihood of quiet quitting.

Conversely, supportive and positive work environments have been shown to reduce quiet quitting behavior. Alrousan (2024) reports that a favorable organizational climate plays a significant role in lowering employees' propensity to disengage, while Atiq et al. (2025) emphasize that supportive practices such as recognition, psychological support, and healthy social interaction strengthen engagement and discourage withdrawal behavior. These findings collectively suggest that work environment functions as an important organizational resource that can either exacerbate or mitigate employees' tendency toward quiet quitting.

Based on the theoretical framework and recent empirical findings, it can be argued that employees who perceive their work environment as supportive, safe, and socially healthy are less likely to psychologically withdraw from their work. In contrast, unfavorable and toxic work environments increase the likelihood of quiet quitting. Therefore, this study proposes the following hypothesis:  
**H2: Work environment has a negative effect on quiet quitting.**



**Figure 1.** Research Conceptual Framework

## METHODS

This study employs a quantitative research design with a survey approach to examine the effects of workload and work environment on quiet quitting. The research was conducted at the Ministry of Transportation of the Republic of Indonesia, focusing on the Directorate General of Civil Aviation, particularly Airport Technical Implementation Units (UPT Bandar Udara) located in Papua and surrounding eastern regions of Indonesia. Data were collected over a five-month period from September 2025 to January 2026.

The population of this study consisted of approximately 1,000 civil servants (ASN) occupying functional and operational positions within Airport Technical Implementation Units (UPT Bandar Udara) under the Directorate General of Civil Aviation across Papua and other eastern regions of Indonesia. Purposive sampling was employed to select respondents based on two criteria: (1) being active ASN employees and (2) being directly involved in airport operational activities. Following the PLS-SEM sample size recommendation of five to ten times the number of measurement indicators (Hair et al., 2021), a minimum sample size of 200 respondents was determined from 40 indicators used in this study (Jhantasana, 2023; Kock & Hadaya, 2018).

Data were collected using a structured questionnaire distributed online via Google Forms. All items were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) (Creswell, 2014; Sugiyono, 2019). The questionnaire consisted of three sections corresponding to the study variables: quiet quitting, workload, and work environment. Quiet quitting was measured through

psychological and physical withdrawal dimensions adapted from prior studies. Workload was measured using the NASA Task Load Index (NASA-TLX), which includes six dimensions: physical demand, mental demand, temporal demand, effort, performance, and frustration level. Work environment was assessed through both physical and non-physical aspects, including workspace conditions, facilities, leadership relations, and coworker relationships. Participation was voluntary, and respondents were informed about the purpose of the study. All responses were collected anonymously and used solely for academic research purposes.

Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) via SmartPLS 4.0. The analysis followed two main stages: evaluation of the measurement model (outer model) and evaluation of the structural model (inner model). The measurement model was assessed using convergent validity, discriminant validity, and reliability criteria, including factor loadings, Average Variance Extracted (AVE), Cronbach's Alpha, Composite Reliability, and rho\_A. The structural model was evaluated using R-square (R<sup>2</sup>), cross-validated redundancy (Q<sup>2</sup>), variance inflation factor (VIF), and path coefficient significance. Hypotheses were tested using the bootstrapping procedure with 5,000 resamples, applying a 5% significance level ( $p < 0.05$ ). Direct effects were analyzed to determine the influence of workload and work environment on quiet quitting (Ghozali & Latan, 2015; Hair et al., 2021; Setiabudhi et al., 2024; Sihombing et al., 2024).

The operational definitions, dimensions, indicators, and measurement references of the study variables are summarized in Table 1.

**Table 1.** Operational Definitions and Measurement of Variables

| Variable       | Definition                     | Dimension     | Indicators        | References                        |
|----------------|--------------------------------|---------------|-------------------|-----------------------------------|
| Quiet Quitting | A condition in which employees | Psychological | Minimal Emotional | Effort, Talukder & Prieto (2025); |

|                         |                                                                                                                                            |                               |                                                                                                          |                                                                                                                                      |
|-------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|----------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|
|                         | psychologically disengage from work by performing only minimum job requirements without extra effort or involvement                        |                               | Detachment, and Pretending to Be Busy                                                                    | Suhendar et al. (2023)                                                                                                               |
|                         |                                                                                                                                            | Physical                      | Lateness, Refusal of Overtime, and Absenteeism                                                           |                                                                                                                                      |
| <b>Workload</b>         | The degree to which employees perceive work demands as exceeding their capacity in terms of time, effort, and mental or physical resources | Physical Demand               | Physical Effort                                                                                          | Workload was measured using the NASA Task Load Index (NASA-TLX), developed by Hart and Staveland (1988) and cited in Budiasa (2021). |
|                         |                                                                                                                                            | Mental Demand                 | Mental Effort                                                                                            |                                                                                                                                      |
|                         |                                                                                                                                            | Temporal Demand               | Time Pressure                                                                                            |                                                                                                                                      |
|                         |                                                                                                                                            | Effort                        | Work Intensity                                                                                           |                                                                                                                                      |
|                         |                                                                                                                                            | Performance                   | Task Success                                                                                             |                                                                                                                                      |
|                         |                                                                                                                                            | Frustration Level             | Stress Level                                                                                             |                                                                                                                                      |
| <b>Work Environment</b> | Physical and non-physical conditions surrounding employees that influence comfort, safety, and work performance                            | Physical Environment          | Lighting, Workspace Air Circulation, Workspace Layout, Workspace Decoration, Noise Level, and Facilities | Sedarmayanti (as cited in Juhaeti et al., 2025)                                                                                      |
|                         |                                                                                                                                            | Non-Physical Work Environment | Relationship with Supervisors and Relationship with Coworkers                                            |                                                                                                                                      |

Source: Developed by the authors, 2026.

## RESULTS

This study examined civil servants (ASN) working within the Directorate General of Civil Aviation in the Papua region. The final sample consisted of 200 respondents drawn from 49 Airport Technical Implementation Units across Papua, including West Papua, Southwest

Papua, South Papua, Highland Papua, Central Papua, and Papua Province. Respondents varied in terms of gender, education level, length of service, and job position. This variation provides an appropriate empirical basis for examining the effects of workload and work environment on quiet quitting behavior.

**Table 2.** Demographic Profile of Respondents

| Characteristics          | n   | %   |
|--------------------------|-----|-----|
| <b>Gender</b>            |     |     |
| Women                    | 88  | 44% |
| Men                      | 112 | 56% |
| <b>Length of Service</b> |     |     |
| 2 – 5 Years              | 44  | 22% |

|                                        |     |       |
|----------------------------------------|-----|-------|
| 6 – 10 Years                           | 122 | 61%   |
| > 10 Years                             | 34  | 17%   |
| <b>Education</b>                       |     |       |
| High School                            | 70  | 35%   |
| Diploma                                | 112 | 56%   |
| Bachelor                               | 15  | 7.5%  |
| Master                                 | 3   | 1.5%  |
| <b>Position</b>                        |     |       |
| Aviation Personnel                     | 75  | 37.5% |
| Aviation Personnel Supervisors         | 60  | 30%   |
| Airport Safety and Security Evaluators | 20  | 10%   |
| Airport Operations Supervisors         | 20  | 10%   |
| Technical Policy Analysts              | 25  | 12.5% |

Source: Primary data processed, 2026.

Table 2 presents the demographic characteristics of the respondents involved in this study. The respondents were predominantly male (56%), while female respondents accounted for 44%. This composition reflects the operational nature of aviation-related positions, particularly in airport technical units located in eastern Indonesia, which are traditionally dominated by male personnel.

In terms of length of service, the majority of respondents had worked for 6–10 years (61%), followed by those with more than 10 years of service (17%) and 2–5 years (22%). This indicates that most respondents possessed sufficient organizational experience to provide informed evaluations regarding workload, work environment, and quiet quitting behavior. From an educational perspective, most respondents

held a diploma degree (56%) or high school education (35%), while only a small proportion held bachelor's (7.5%) and master's degrees (1.5%). These characteristics are consistent with the technical and operational roles dominant in airport service units.

Regarding job positions, aviation personnel constituted the largest group (37.5%), followed by aviation personnel supervisors (30%). The remaining respondents were distributed among safety and security evaluators, airport operations supervisors, and technical policy analysts. Overall, the demographic profile supports the representativeness of respondents in reflecting operational-level civil servants within the Directorate General of Civil Aviation. The measurement model assessment results are presented in Table 3.

**Table 3.** Measurement Model Assessment Results

| Item | WL    | WE     | QQ    | VIF   | CA    | CR    | Rho_A | AVE   | Result |
|------|-------|--------|-------|-------|-------|-------|-------|-------|--------|
| WL1  | 0.798 | -0,334 | 0,585 | 2.487 | 0,954 | 0,959 | 0,954 | 0,662 | VALID  |
| WL2  | 0.818 | -0.330 | 0.585 | 2.683 |       |       |       |       |        |
| WL3  | 0.820 | -0.234 | 0.592 | 2.741 |       |       |       |       |        |
| WL4  | 0.818 | -0.241 | 0.620 | 2.783 |       |       |       |       |        |

| Item | WL     | WE     | QQ     | VIF   | CA    | CR    | Rho_A | AVE   | Result |
|------|--------|--------|--------|-------|-------|-------|-------|-------|--------|
| WL5  | 0.850  | -0.260 | 0.590  | 3.217 |       |       |       |       |        |
| WL6  | 0.788  | -0.274 | 0.598  | 2.417 |       |       |       |       |        |
| WL7  | 0.815  | -0.245 | 0.579  | 2.555 |       |       |       |       |        |
| WL8  | 0.805  | -0.325 | 0.605  | 2.573 |       |       |       |       |        |
| WL9  | 0.807  | -0.155 | 0.490  | 2.681 |       |       |       |       |        |
| WL10 | 0.795  | -0.277 | 0.572  | 2.577 |       |       |       |       |        |
| WL11 | 0.838  | -0.237 | 0.600  | 3.035 |       |       |       |       |        |
| WL12 | 0.812  | -0.261 | 0.621  | 2.731 |       |       |       |       |        |
| WE1  | -0.261 | 0.762  | -0.315 | 2.123 |       |       |       |       |        |
| WE2  | -0.161 | 0.707  | -0.210 | 1.956 |       |       |       |       |        |
| WE3  | -0.248 | 0.759  | -0.270 | 2.282 |       |       |       |       |        |
| WE4  | -0.241 | 0.713  | -0.211 | 1.982 |       |       |       |       |        |
| WE5  | -0.280 | 0.730  | -0.237 | 2.173 |       |       |       |       |        |
| WE6  | -0.165 | 0.739  | -0.172 | 2.172 |       |       |       |       |        |
| WE7  | -0.175 | 0.720  | -0.192 | 2.011 |       |       |       |       |        |
| WE8  | -0.211 | 0.732  | -0.223 | 2.086 | 0,941 | 0,948 | 0,947 | 0,547 | VALID  |
| WE9  | -0.205 | 0.726  | -0.233 | 1.988 |       |       |       |       |        |
| WE10 | -0.248 | 0.767  | -0.270 | 2.244 |       |       |       |       |        |
| WE12 | -0.233 | 0.749  | -0.262 | 2.148 |       |       |       |       |        |
| WE13 | -0.292 | 0.751  | -0.302 | 2.122 |       |       |       |       |        |
| WE14 | -0.309 | 0.765  | -0.322 | 2.233 |       |       |       |       |        |
| WE15 | -0.241 | 0.758  | -0.277 | 2.103 |       |       |       |       |        |
| WE16 | -0.233 | 0.707  | -0.186 | 1.897 |       |       |       |       |        |
| QQ1  | 0.599  | -0.280 | 0.813  | 3.195 |       |       |       |       |        |
| QQ2  | 0.600  | -0.207 | 0.825  | 2.825 |       |       |       |       |        |
| QQ3  | 0.575  | -0.261 | 0.777  | 2.603 |       |       |       |       |        |
| QQ4  | 0.602  | -0.329 | 0.829  | 2.990 |       |       |       |       |        |
| QQ5  | 0.552  | -0.255 | 0.793  | 2.565 | 0,955 | 0,960 | 0,955 | 0,667 | VALID  |
| QQ6  | 0.621  | -0.300 | 0.849  | 3.301 |       |       |       |       |        |
| QQ7  | 0.595  | -0.339 | 0.842  | 3.230 |       |       |       |       |        |
| QQ8  | 0.524  | -0.225 | 0.804  | 2.854 |       |       |       |       |        |
| QQ9  | 0.594  | -0.253 | 0.824  | 2.918 |       |       |       |       |        |

| Item | WL    | WE     | QQ    | VIF   | CA | CR | Rho_A | AVE | Result |
|------|-------|--------|-------|-------|----|----|-------|-----|--------|
| QQ10 | 0.620 | -0.312 | 0.858 | 3.540 |    |    |       |     |        |
| QQ11 | 0.624 | -0.310 | 0.809 | 2.604 |    |    |       |     |        |
| QQ12 | 0.575 | -0.247 | 0.774 | 2.634 |    |    |       |     |        |

Source: Primary data processed, 2026.

The validity and reliability of the measurement model were assessed using convergent validity, discriminant validity, and internal consistency reliability, as summarized in Table 3. The results show that all indicators exhibit factor loadings above the recommended threshold of 0.70, indicating satisfactory convergent validity. In addition, Average Variance Extracted (AVE) values exceeded 0.50 for all constructs, confirming that each construct adequately explains the variance of its indicators.

Internal consistency reliability was also confirmed, with Cronbach's Alpha and Composite Reliability values exceeding 0.90 for workload, work environment, and quiet quitting. These findings indicate a high

level of reliability and consistency across measurement items. Furthermore, variance inflation factor (VIF) values for all indicators were below the critical threshold of 5, suggesting that multicollinearity did not pose a concern in the measurement model.

Taken together, these results demonstrate that the constructs of workload, work environment, and quiet quitting were measured with robust validity and reliability, providing a strong foundation for structural model analysis. The coefficient of determination ( $R^2$ ) and predictive relevance ( $Q^2$ ) were used to evaluate the explanatory and predictive power of the structural model. The results are presented in Table 4.

**Table 4.** R-Square and Q-Square Values

| Item           | R-square | Q-square | Result                                                     |
|----------------|----------|----------|------------------------------------------------------------|
| Quiet Quitting | 0.536    | 0.518    | Moderate explanatory power and strong predictive relevance |

Source: Primary data processed, 2026.

The results indicate that workload and work environment jointly explain 53.6% of the variance in quiet quitting, indicating a moderate level of explanatory power. The remaining 46.4% is explained by other variables not included in the model. In addition, the  $Q^2$  value of 0.518 ( $> 0$ )

demonstrates strong predictive relevance, indicating that the model has good predictive accuracy in explaining quiet quitting behavior. Discriminant validity was assessed using the heterotrait-monotrait ratio (HTMT). The results are presented in Table 5.

**Table 5.** Discriminant Validity Assessment (HTMT Ratio)

| Item             | Quiet Quitting | Work Environment | Workload |
|------------------|----------------|------------------|----------|
| Quiet Quitting   | -              | -                | -        |
| Work Environment | 0.340          | -                | -        |
| Workload         | 0.755          | 0.331            | -        |

Source: Primary data processed, 2026.

The HTMT values between all constructs are below the recommended threshold of 0.85, indicating adequate discriminant validity. Specifically, the HTMT value between quiet quitting and workload is 0.755, between quiet quitting

and work environment is 0.340, and between workload and work environment is 0.331. These findings confirm that each construct is empirically distinct and measures different theoretical concepts.

The structural model was evaluated by examining the path coefficients, t-statistics, and p-values using a

bootstrapping procedure. The results of hypothesis testing are presented in Table 6.

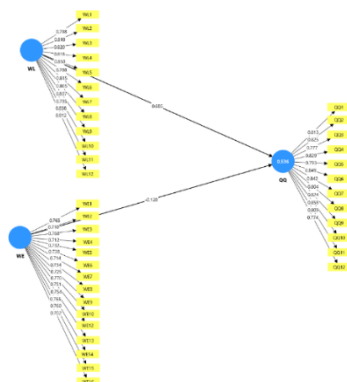
**Table 6.** Hypothesis Testing Results

| H                                    | (O)    | (M)    | (STDEV) | T<br>( O/STDEV ) | P<br>Values | Results   |
|--------------------------------------|--------|--------|---------|------------------|-------------|-----------|
| Workload > Quiet Quitting H1         | 0.685  | 0.688  | 0.065   | 10.526           | 0.000       | Supported |
| Work Environment > Quiet Quitting H2 | -0.120 | -0.124 | 0.056   | 2.125            | 0.034       | Supported |

Source: Primary data processed, 2026.

The hypothesis testing results indicate that both proposed hypotheses are supported. Specifically, workload has a positive and significant effect on quiet quitting ( $\beta = 0.685$ ;  $t = 10.526$ ;  $p < 0.001$ ), confirming that higher perceived workload increases employees' tendency to engage in

quiet quitting behavior. Conversely, work environment has a negative and significant effect on quiet quitting ( $\beta = -0.120$ ;  $t = 2.125$ ;  $p = 0.034$ ), indicating that a more supportive work environment reduces the likelihood of quiet quitting among employees.



**Figure 2.** Bootstrapping results of the structural model

The findings demonstrate that workload is a strong antecedent of quiet quitting. Descriptive analysis reveals that quiet quitting is most prominently manifested through emotional detachment, absenteeism, and minimal effort, while workload is dominantly characterized by time pressure, work intensity, and mental effort. This pattern suggests that quiet quitting emerges as a structured response to excessive job demands rather than random disengagement.

High time pressure encourages employees to limit their contributions strictly to formal job descriptions, resulting in minimal effort as a coping strategy. Excessive work intensity accelerates emotional exhaustion, leading employees to detach psychologically from their work.

Meanwhile, sustained mental effort depletes cognitive resources, increasing withdrawal behaviors such as absenteeism. These findings align with the conceptualization of quiet quitting as a passive withdrawal mechanism in response to resource depletion (Anand et al., 2024; Khan, 2022).

This study reinforces prior empirical evidence showing that workload directly drives quiet quitting without necessarily being mediated by job stress or burnout (Ramadhi et al., 2024). Consistent with findings by Galanis et al. (2025) and Kurniawan et al. (2024), excessive workload especially in resource-constrained public-sector contexts pushes employees to remain formally employed while psychologically disengaging. Thus, quiet quitting in this

context reflects an adaptive response to sustained workload pressure rather than a lack of work ethic.

The negative relationship between work environment and quiet quitting highlights the protective role of a conducive workplace. Descriptive findings indicate that inadequate workspace decoration, limited facilities, and suboptimal lighting are the weakest aspects of the work environment. Poor physical conditions reduce psychological comfort and sense of belonging, thereby increasing emotional detachment and minimal effort.

Inadequate facilities hinder task efficiency and generate persistent frustration, prompting employees to restrict their effort to minimum requirements. Similarly, poor lighting contributes to physical discomfort and fatigue, which may trigger both psychological and physical withdrawal. These results support organizational climate and social exchange theories, which posit that unfavorable work conditions weaken employees' reciprocal commitment to the organization.

The findings are consistent with recent studies demonstrating that poor or toxic work environments significantly increase quiet quitting tendencies (Mohammadi et al., 2024; Moisoglou, Katsiroumpa, Katsapi, et al., 2024). Conversely, a supportive work environment functions as a buffer that mitigates withdrawal behavior by sustaining employee engagement (Alrousan & Aloqaily, 2024). This study extends these insights to the public-sector aviation context in geographically challenging regions, where environmental constraints amplify disengagement risks.

### CONCLUSION

This study examines the effects of workload and work environment on quiet quitting among civil servants at the Directorate General of Civil Aviation in Papua. The findings confirm that both workload and work environment are significant determinants of quiet quitting behavior.

First, workload has a positive and significant effect on quiet quitting. High levels of time pressure, work intensity, and sustained mental effort increase physical and psychological fatigue, leading employees to disengage emotionally, limit effort to minimum job requirements, and exhibit withdrawal behaviors. This result highlights quiet quitting as an adaptive response to excessive and prolonged job demands rather than overt resistance to work.

Second, work environment has a negative and significant effect on quiet quitting. A more supportive and conducive work environment reduces the tendency of employees to disengage. In contrast, inadequate physical conditions particularly related to workspace facilities, decoration, and lighting weaken emotional attachment and contribute to passive withdrawal behaviors, even when social relations with supervisors are perceived as relatively positive.

Overall, the study concludes that high workload combined with an unsupportive work environment encourages employees to remain formally present while psychologically disengaging from their work. These findings extend the quiet quitting literature by providing empirical evidence from the public sector in a geographically and operationally challenging context.

This study contributes to the literature by reinforcing quiet quitting as a multidimensional disengagement behavior driven by both job demands and contextual work conditions. The findings extend workload theory by emphasizing the critical role of temporal pressure and cognitive demands, and enrich work environment theory by demonstrating that physical workspace quality influences not only comfort and performance but also withdrawal-oriented behaviors.

For public sector organizations, particularly in high-demand service environments, managing workload and improving work environment should be

treated as strategic human resource interventions. Reducing excessive time pressure, balancing work intensity, and simplifying cognitively demanding procedures can help prevent disengagement. Simultaneously, improving basic physical work conditions such as facilities, lighting, and workspace design can strengthen emotional attachment and reduce quiet quitting without relying on coercive supervision.

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