“Impact of career development, job insecurity, and tech awareness on the quiet quitting of hospitality employees in Indonesia”

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IMPACT OF CAREER DEVELOPMENT, JOB INSECURITY, AND TECH AWARENESS ON THE QUIET QUITTING OF HOSPITALITY EMPLOYEES IN INDONESIA

Abstract

Employee performance is one of the main drivers for company development. However, there is an emergence of quiet quitting behavior, which many Generation Z workers experience. This behavior is detrimental to the company because it affects employee performance. The objective of this study is to analyze the influence of perceptions of career development opportunities, job insecurity, and awareness of intelligent technology on quiet quitting and its correlation with work performance, especially in Generation Z in Jakarta, Indonesia. This paper adopts an explanatory research design to elucidate the causal relationships between these variables using quantitative methods. Stratified random sampling was used to ensure representative data. Questionnaires were distributed to 289 hotel employees in Jakarta, capturing diverse perspectives across various job roles and departments. The data were analyzed using SmartPLS. The results showed a significant negative relationship between perceived career development opportunities and quiet quitting behavior. A positive and significant relationship exists between job insecurity and quiet quitting behavior. The study identifies a positive correlation between awareness of smart technology and quiet quitting behavior. Additionally, the paper reveals a significant negative relationship between quiet quitting behavior and employee performance. Perceived career development opportunities significantly reduce quiet quitting behavior, while job insecurity and awareness of smart technology increase it. Quiet quitting behavior, in turn, significantly negatively impacts employee performance. Organizations can develop targeted strategies to reduce this behavior by understanding the factors influencing quiet quitting.

Keywords career development, Generation Z, job insecurity, job performance, hotel industry, technology awareness, quiet quitting

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INTRODUCTION

Employee performance is a critical driver for organizational success, directly influencing productivity, profitability, and overall competitiveness (Memon et al., 2023). Organizations must focus on strategies that enhance employee performance and engagement to maintain a competitive edge (Hongal & Kinange, 2020). Employee engagement is critical to organizational performance (Karrani et al., 2024). Engaged employees are more dedicated, enthusiastic, and involved in their work, which leads to higher productivity and better outcomes for the organization's customers (Sokrat, 2020). Therefore, fostering attention to employee engagement is essential for achieving optimal performance (Desta et al., 2023) and maintaining a competitive edge in the industry (Marzooq & Nisa, 2022).

However, various factors can impact employee performance, including the practice of quiet quitting. Quiet quitting refers to a work-related phenomenon in which an individual fulfills the primary responsibilities of their job without exceeding the expected level of performance or making any further efforts above what is required (Scheyett, 2023). Employees with quiet quitting behaviors generally have a low willingness to undertake additional responsibilities, disengage from their work, and stay within the desired level of performance (Mahand & Caldwell, 2023). In other words, these employees do not formally resign but deliberately restrict their work, only executing the essential tasks (Ellera et al., 2023).

Previous research has increasingly focused on understanding the factors that contribute to quiet quitting. Key among these factors are perceptions of career development opportunities (Xueyun et al., 2023), job insecurity (Dai et al., 2023), and awareness of smart technology (Formica & Sfodera, 2022). Career development opportunities are essential for motivating employees and enhancing their performance (Mahajar & Yunus, 2017). Conversely, job insecurity can lead to decreased performance and disengagement (Qian et al., 2022). Additionally, the rise of smart technology has brought about significant changes in the workplace (Lestari et al., 2023), influencing employee behavior and attitudes (Hamouche et al., 2023). Thus, understanding the underlying factors that contribute to quiet quitting is essential for organizations to develop effective strategies to mitigate this behavior and foster a more engaged and productive workforce.

1. LITERATURE REVIEW

Quiet quitting, also known as silent resignation, refers to a phenomenon observed in the workplace where employees psychologically and emotionally disconnect from their professional responsibilities and commitments without explicitly expressing dissatisfaction with their positions. This form of disengagement can significantly affect both people and the organization. Job disengagement often leads people to resign from their positions (Azeem et al., 2020). Nevertheless, due to the unstable labor market, physically quitting may only sometimes be a feasible and logical choice. Hence, many employees prefer to keep working; they do not formally resign but instead fulfill their primary responsibilities without exceeding expectations (Scheyett, 2023).

Career advancement prospects are crucial for both people and organizations. They significantly improve employee retention by fostering a sense of value and cultivating a long-term vision within the organization, decreasing turnover rates (Danti & Elmi, 2023). These changes also enhance productivity as employees become more motivated and involved (Febrianti et al., 2020). Ongoing learning and skill development guarantee that personnel acquire fresh abilities, thereby maintaining the company's competitiveness in its industry. Furthermore, advancing one's career increases job satisfaction and morale, leading to a more satisfied and motivated staff. Moreover, organizations that place a strong priority on staff development are more appealing to top-tier prospects, hence improving their attempts to attract talented individuals. Career development chances are crucial in cultivating skilled, content, and dedicated personnel, propelling the organization's triumph.

Career development opportunities are a significant element that influences employees' intentions to leave their jobs. This is especially true for Generation Z employees (McGinley et al., 2014). Furthermore, the primary determinant influencing the job choices of Generation Z individuals is the potential for career growth. Hence, Gen Z's unmet aspirations for job progression and development prompt them to quit. Furthermore, according to the principles of the social exchange theory, when individuals have optimistic psychological expectations that investing in significant levels of job engagement will result in more opportunities for career development, their relationship with the organization is characterized by a fair and reciprocal social exchange (Yin, 2018). Therefore, individuals are more inclined to demonstrate active involvement and a strong enthusiasm toward their profession. Organizations should establish rules that foster psychological connections between the organization and its workers. When employees perceive and prioritize the prospect of advancing in their careers, and when their organizations ful-

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fill their needs, they build stronger emotional connections, remain with the company for extended periods, and enjoy greater overall satisfaction.

Enhancing career development possibilities enhances individual performance by promoting ongoing learning and adaptability. Concurrently, the organization forges a constructive developmental rapport with its employees. This study argues that when employees perceive a lack of prospects for job growth or development inside their existing organization, they may be more likely to participate in quiet quitting behaviors (Ellera et al., 2023). Experiencing a sense of stagnation in a work that offers no opportunity for advancement might cause employees to disengage and discreetly explore other career options.

Uncertainty regarding job retention is increased when employees are insecure about their employment, which causes them to put less effort into their tasks. Uncertainty reduces employees' social and psychological connection to the company, damaging their organizational commitment (Erkoçak & Fidan, 2019). Zhang et al. (2021) discovered a positive correlation between employment instability and psychological and physical retreat behaviors in the hospitality sector. Similarly, Karatepe et al. (2020) recognized that employment instability amplifies hotel employees' inclinations to commence their work later, depart earlier, or be absent.

According to the conservation of resources theory (Hobfoll, 1989), individuals actively work to obtain, maintain, and safeguard their resources to deal with the risk of losing resources and the resulting stress during times of uncertainty. This theory posits that there is a theoretical basis for a positive relationship between employment instability and withdrawal tendencies. Consequently, employees under significant stress because they fear losing employment resources, such as job security, are likely to withdraw psychologically and physically from their workplace to preserve their resources at work (Puspitawati & Atmaja, 2021). Moreover, employees who possess personal and social resources tend to behave in a manner that ensures the continuity and development of their resources (Hobfoll, 1989). Employees exhibit negative attitudes and behaviors when they perceive that their resources are in danger, have been lost, wasted, or cannot be restored. In both scenarios, employees with a quiet quitting attitude concentrate on meeting the minimum requirements of their jobs by using their available resources. They take an approach centered on putting in the least effort and accepting the least responsibility.

This study argues that employees may begin to detach themselves from their work as a kind of self-protection when they see their jobs as risky. This disengagement can be observed as quiet quitting behaviors, where employees psychologically detach from their responsibilities without explicitly expressing their unhappiness or plans to resign.

Furthermore, there is an increasing adoption of smart technology in the hospitality industry. Smart technology awareness is how people know and comprehend smart technologies' potential uses and functions, including robots, artificial intelligence, and algorithms (Zheng et al., 2023). Smart technology's influence on processes and workflows may lead employees to experience a sense of diminished control over their work environment (Jiang et al., 2022). The perceived reduction in control can diminish job satisfaction and intensify emotions of job insecurity, especially if individuals are concerned about being replaced by technology. Subsequently, the negative relationship between smart technology adoption and job insecurity may lead to quiet quitting behaviors (Yıldız, 2023).

This study argues that the awareness of smart technology, such as artificial intelligence and robotics, significantly influences job insecurity and quiet quitting behavior among employees. As employees become more aware of smart technology, they may feel their job security is threatened, leading to increased job insecurity (Brougham & Haar, 2018; Oosthuizen, 2019). This perception can result in quiet quitting, where employees do the bare minimum to meet job requirements without going beyond their duties. Furthermore, research indicates a positive correlation between smart technology awareness and job insecurity, suggesting that employees aware of the potential for automation and AI to replace jobs are more likely to experience job insecurity. This, in turn, leads to higher incidences of quiet quitting as a coping mechanism (Brougham & Haar, 2018). Therefore, understanding and addressing these perceptions is crucial for employers to maintain employee engagement and performance in an increasingly automated workplace.

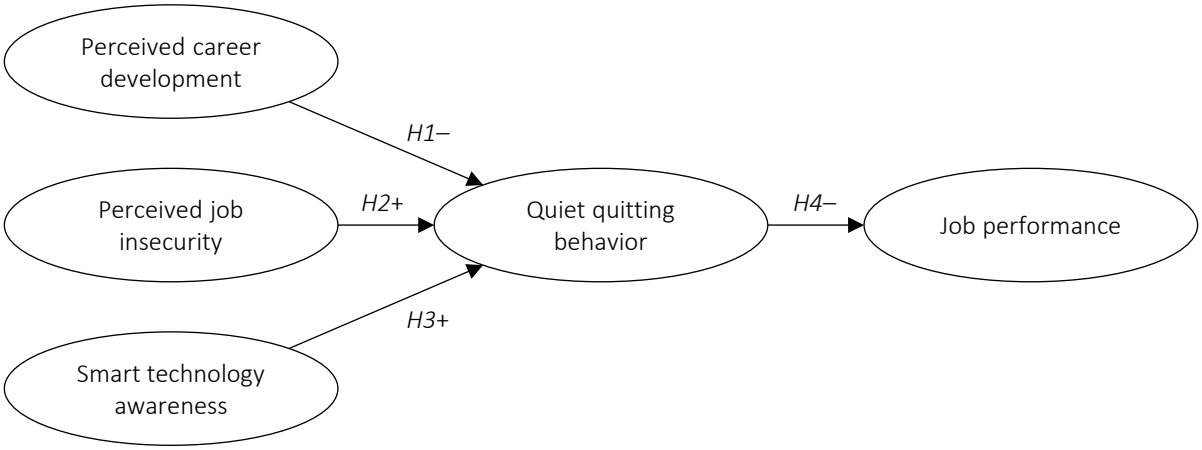

Figure 1. Conceptual framework

Employees who engage in quiet quitting behaviors, characterized by a persistently low performance before ultimately departing, can inflict substantial and enduring damage to the organization. Quiet quitting directly and immediately affects productivity and expenses in current positions (Gabelaia & Bagociunaite, 2024). Moreover, quiet quitting will lead to higher levels of absenteeism (Pevec, 2023). Subsequently, it will also have a negative impact on workflow inside firms, making teamwork more challenging and ultimately decreasing the ability to produce products or services. Based on the resource-based view theory (Wernerfelt, 1984), this study argues that quiet quitting employees may progressively diminish their effort and productivity, resulting in a progressive decline in overall output. They may procrastinate, evade undertaking new activities or obligations, and emphasize minimal effort to meet the minimum requirements. In addition, disengaged employees may lack attentiveness to detail and a drive for quality in their work. Consequently, their production may decline in quality, resulting in errors, mistakes, and below-average outcomes. Various factors influence performance, and if employee performance shows good results, then employee productivity will increase.

This study aims to analyze the influence of perceptions of career development opportunities, job insecurity, and awareness of smart technology on quiet quitting behavior and its correlation with work performance within the Generation Z population. An explanatory research design was adopted to achieve this objective, utilizing quantitative methods to elucidate the causal relationships between these variables. Figure 1 shows the conceptual framework.

Based on the conceptual framework, four hypotheses are suggested:

H1: Perceived career development opportunities negatively affect quiet quitting behaviors among Gen Z hospitality employees.

H2: Perceived job insecurity has a positive and significant relationship with quiet quitting behaviors among Gen Z hospitality employees.

H3: Smart technology awareness has a positive and significant relationship with quiet quitting behaviors among Gen Z hospitality employees.

H4: Quiet quitting behaviors among Gen Z employees in hospitality have a negative association with job performance.

2. METHODS

This study utilized a quantitative research approach and a cross-sectional design to gather data at a certain moment, allowing for an examination of the connections between the variables of interest. The demographic comprises Generation Z hotel employees working in Jakarta, Indonesia. A purposive sample strategy is used to pick respondents who match the criteria: (1) fall between the age range of 18 to 25 years, as defined by Generation Z, (2) work in hotel businesses in Jakarta, and (3) are willing to take part in the study. The sample size was determined using the accepted standards

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for regression analysis, considering the number of predictor variables and the expected effect sizes. To assure the dependability of findings and attain statistical power, a minimum sample size of 200 participants is considered appropriate.

Moreover, the survey questionnaire was disseminated to Generation Z hotel employees in Jakarta via online survey platforms for electronic administration. The Google Forms survey was transformed into a QR code and then disseminated to the head of the department in 12 local hotel brands (four-star and five-star) in Jakarta, who distributed it to the intended participants. The questionnaire, which could be accessed on personal devices, provided flexibility for respondents to complete it at their convenience, thus improving its dependability. The participants were given information regarding the study's aims, the guarantee of confidentiality for their responses, and voluntary participation. To provide participants with ample time to finish filling out the survey questionnaire, the data collection session lasted four weeks, from February to March 2024. While employees scanned 340 QR codes, 298 completed the questionnaire in this study, yielding a response rate of 87%. Table 1 displays the characteristics of the research sample.

Table 1. Profile of research respondents

Demographic		Number	Percentage
Gender	Male	112	37.6
	Female	186	62.4
Age	18-21 years	105	35.2
	22-25 years	193	64.8
Education	High school	56	18.8
	Vocational school	67	22.5
	Diploma/Associate	83	27.8
	Bachelor	92	30.9
Job Position	Food and beverage staff	115	38.6
	Front office staff	54	18.1
	Housekeeping staff	82	27.5
	Kitchen staff	31	10.4
	Others	16	5.4
Lengths of employment	Less than one year	80	26.8
	1-3 years	110	36.9
	3-5 years	98	32.9
	More than five years	10	3.4

A total of 298 Generation Z hotel employees participated in the study. Among the respondents, there was a predominance of females, constituting 62.4% (n = 186), compared to males, who comprised 37.6% (n = 112) of the sample. Regarding job position, the distribution among respondents was as follows: food and beverage service staff (38.6%, n = 115), housekeeping staff (27.5%, n = 82), the front office staff (18.1%, n = 54), kitchen department staff (10.4%, n = 31), and other roles (5.4%, n = 16). Most respondents (64.8%) were between the ages of 22 and 25, and the majority had one to three years of job experience.

2.1. Measurements

Two sections make up the questionnaire for the survey. This study collected information on the participants' ages, genders, levels of education, job positions, and lengths of employment, which is the first step in gathering demographic information. Moreover, the questionnaire introduced by Lu et al. (2023) was used to measure the participants' impressions of the opportunities for career advancement, skill development, and training programs their respective employers provide. In addition, the questionnaire developed by Aguiar-Quintana et al. (2021) was used to measure the participants' perceptions of job insecurity, including concerns about downsizing, layoffs, and job stability. The scale had a high internal consistency ($\alpha = 0.897$). To assess the participants' familiarity with smart technology tools and applications that are pertinent to their professional duties and their awareness of these tools and applications, this study employed the survey questionnaire used by Brougham and Haar (2018). In addition, to measure the quit quitting behaviors, the current study used and modified the instrument developed by Bakotić (2023). Lastly, the employee's job performance was measured using the 6-item scale established by Kuvaas (2011). The participants were asked to score their level of agreement or disagreement with the statements in each questionnaire section using the Likert scale. A representative sample of Generation Z hotel employees is used for preliminary questionnaire testing to guarantee clarity, relevance, and reliability.

This study used the partial least squares (PLS) method to facilitate data analysis. PLS is a structural equation modeling (SEM) technique that can assess the relationships inside a model (Ringle et al., 2015). The selection of PLS is based on its capability to analyze data with small sample sizes (Chin & Newsted, 1999). The analysis in par-

tial least squares (PLS) comprises two distinct steps: measurement model analysis and structural model analysis. The initial measurement employs confirmatory factor analysis (CFA) to examine the dependability and accuracy of the underlying variables. The second measurement evaluates the hypotheses by analyzing the path coefficients and determining their statistical significance.

3. RESULTS

Examining the measurement model yields a confirmatory evaluation of reliability, convergent validity, and discriminant validity. The initial step in measuring the model was examining the loading factor of the variables in the model. Table 2 displays Cronbach's α values, which vary from 0.889 (for smart technology awareness) to 0.780 (for perceived career development opportunities). According to Nunnally and Bernstein (1994), the minimum threshold for Cronbach's alpha is 0.7. The study evaluated each item's dependability by analyzing the factor loadings of all variables with their corresponding constructs. The findings indicated that all variables ranged from 0.900 for SmartTech1 to 0.728 for PCD3, meeting the minimum threshold of 0.6 (Ghozali & Latan, 2015).

Regarding the final assessment of the model's reliability, the composite reliability (CR) was evaluated. The outcome demonstrated that all structures fulfilled the 0.7 criteria, as suggested by Fornell and Larcker (1981). Therefore, the reliability of the study model was satisfactory. Convergent validity is another necessary measurement. This study's convergent validity assessment involved assessing the values of average variance extracted (AVE). Table 2 shows that the AVE for all constructions above 0.5 satisfied the specified criterion (Fornell & Larcker, 1981). This suggests that the scales have a strong convergent validity.

Table 2. Measurement model

Variable	Item	Loading	AVE	CR	Cronbach's alpha
Job insecurity	I am worried about my job prospects at this hotel	0.838	0.684	0.915	0.885
	I am worried about the uncertain future of my department	0.777			
	I am concerned about the uncertain future of my department or work area	0.855			
	I often worry that my salary will decrease in the future	0.792			
	I often worry about possible undesirable changes in my work hours	0.869			
Perceived career development	My career path at this hotel is clear.	0.758	0.514	0.808	0.780
	Management supports my career development well	0.643			
	I can participate in new skills training frequently	0.728			
	Training programs are held at this hotel regularly	0.733			
Quiet quitting	I merely put in the minimum time and declined to work beyond that	0.820	0.670	0.910	0.877
	I accomplish what is necessary and rarely put much effort into a task	0.821			
	I avoid company-organized gatherings that are held outside of office hours	0.832			
	I take advantage of any opportunity to leave the workplace early, often in a matter of minutes	0.775			
	I avoid meetings just because I can	0.841			
Smart technology awareness	I believe technology may take my position in the hotel industry	0.900	0.751	0.923	0.889
	I am concerned that technology may be able to perform the tasks that I currently perform for a living.	0.861			
	I am personally concerned about my future in the hotel industry since technology will eventually replace workers	0.860			
	I personally worry about my career in my field since technology is replacing workers	0.844			
Job performance	I attempt to work as diligently as I can	0.825	0.772	0.819	0.828
	I frequently exert additional effort in doing my job	0.843			
	I am focused on accomplishing a task while at work	0.871			
	My work is of excellent quality	0.829			

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All variables have met the specified conditions. For example, the lowest loading factor value was recorded at 0.777 for the job security variable, while the highest value reached 0.869. This shows that the indicators used have a strong relationship with these variables. In addition, the Average Variance Extracted (AVE) value for job security is 0.684, which means that more than 50% of the indicator's variance can be explained by this variable, indicating good convergent validity. Furthermore, the composite reliability value was recorded at 0.915, indicating good internal consistency between the indicators. No less critical, Cronbach's alpha value of 0.885 also confirms that this variable's reliability or internal consistency is at a very adequate level. These results indicate that the job security variable has met all the statistical criteria required for validity and reliability in this analysis.

According to Table 2, the perceived career development variable shows adequate results with loading factor values between 0.643 to 0.758, Average Variance Extracted (AVE) of 0.514, composite reliability of 0.808, and Cronbach's alpha of 0.780. Even though the loading factor and AVE values are slightly lower compared to the job security variable, which has a loading factor between 0.777 to 0.869, AVE 0.684, composite reliability 0.915, and Cronbach's alpha 0.885, both still meet the validity and reliability criteria required for further analysis.

Furthermore, the analysis results for the quiet quitting variable show that the loading factor value ranges from 0.775 to 0.841. This shows that the indicators used have a strong relationship with this variable. The Average Variance Extracted (AVE) value was recorded at 0.670, which means that more than 67% of the indicator variance can be explained by this variable, indicating excellent convergent validity. In addition, the composite reliability value of 0.910 shows perfect internal consistency between the existing indicators. Furthermore, Cronbach's alpha value of 0.877 also supports that the reliability or internal consistency of the quiet quitting variable is at an adequate level. These results indicate that the quiet quitting variable has met all the statistical criteria necessary for validity and reliability in this analysis, providing a solid basis for further interpretation.

The results of the analysis of the smart technology awareness variable show that the loading factor value ranges from 0.844 to 0.900. This indicates that the indicators used have a strong relationship with this variable. The Average Variance Extracted (AVE) value was recorded at 0.751, which means that more than 75% of the indicator variance can be explained by this variable, indicating very high convergent validity. Apart from that, the composite reliability value of 0.923 shows good internal consistency between the existing indicators. Furthermore, Cronbach's alpha value of 0.889 also supports that the reliability or internal consistency of the smart technology awareness variable is at an adequate level. These results indicate that the smart technology awareness variable has met all the statistical criteria required for validity and reliability in this analysis, providing a strong basis for further interpretation.

Furthermore, regarding the job performance variable, the analysis results show that the loading factor value ranges from 0.829 to 0.871, which indicates that the indicators used have a solid relationship with this variable. The Average Variance Extracted (AVE) value was recorded at 0.772, which means that more than 77% of the indicator variance can be explained by this variable, indicating excellent convergent validity. Apart from that, the composite reliability value of 0.819 shows good internal consistency between the existing indicators. Furthermore, Cronbach's alpha value of 0.828 also supports adequate reliability or internal consistency of the job performance variable. These results indicate that the job performance variable has met all the statistical criteria required for validity and reliability in this analysis, providing a strong basis for further interpretation.

The next step is to test its discriminant validity. One way to do this is to calculate the interconstruct variance (Fornell & Larcker, 1981). According to Table 3, the square roots of AVE were more significant than the coefficients of connection with other parameters. This suggests that all constructs have successfully passed the discriminant validity test (Chin & Newsted, 1999). Based on these findings, the analyses demonstrate convergent and discriminant validity.

Table 3. Fornell-Larcker's criterion

Variable	Perceived career development	Job insecurity	Quiet quitting	Smart tech awareness	Job performance
Perceived career development	**0.717**				
Job insecurity	–0.294	**0.827**			
Quiet quitting	–0.621	0.543	**0.818**		
Smart tech awareness	–0.452	0.382	0.588	**0.867**	
Job performance	–0.231	0.329	0.373	0.422	**0.870**

Note: The square root of AVE is indicated in bold.

Table 3 shows that the square root value of Average Variance Extracted (AVE) for each variable has a number greater than the correlation between variables, which is an important indicator of discriminant validity. For the perceived career development variable, the square root value of AVE is 0.717, indicating adequate convergent validity. The job insecurity variable has a square root AVE value of 0.827, which shows a strong relationship between its indicators and this variable. The AVE square root value for the quiet quitting variable is 0.818, indicating that the indicators used are also valid. The square root value of AVE was recorded at 0.867 for the smart technology awareness variable, indicating that the indicators are very suitable for this variable. Finally, the square root value of AVE for the job performance variable is 0.870, which also shows a high level of validity. Thus, these results indicate that discriminant validity has been met well because each variable can better explain its variance compared to other variables, ensuring that this measurement is accurate and reliable.

The next stage in analyzing using the partial least squares (PLS) method involves evaluating the structural model. This is achieved by implementing the bootstrap resampling technique (Henseler, 2017) with 5000 iterations to guarantee stability (Hair et al., 2014). This analysis examines the link between constructs by evaluating standardized pathways. The outcome of the evaluation is presented in Table 4.

Path analysis is carried out to evaluate previously established hypotheses. Table 4 shows that all hypotheses are supported, with *t*-values ranging from 6.622 to 10.210, indicating high statistical significance. Career development opportunities (ß = –0.399; $p < 0.01$) have a significant influence in explaining quiet quitting behavior. This suggests that a lack of career development opportunities can encourage employees to withdraw from their responsibilities quietly. When employees feel they lack opportunities to develop and advance in their careers, their motivation and commitment to work tend to decrease. Employees, who do not see a clear career path, feel their efforts are not appreciated, will not take them to a higher professional level, and are more likely to experience frustration and disappointment. As a result, they may reduce their contributions slowly and not show the same enthusiasm in carrying out their duties. This process, known as silent quitting, can be an early sign of more severe disengagement and can potentially negatively affect the performance of the team and the organization as a whole.

This paper also reveals that employee perceptions of job insecurity positively and significantly influence quiet quit behavior (ß = 0.316; $p < 0.01$). These results indicate that the higher the perceived job insecurity felt by employees, the more likely they will take action to quit secretly. Job insecurity can be understood as the feeling or belief that employment conditions are unstable or unreliable, perhaps caused by organizational uncertainty, role ambiguity, or insecurity related to economic or industrial conditions. When employees feel uncertain about their future at work or feel threatened by certain external or internal factors, they tend to look for other alternatives or start to withdraw slowly.

Table 4. Path analysis

	Relationship	Std Beta	t-value	p-value	Supported
H1	Career Development → Quiet quitting	–0.399	10.210	0.000	Yes
H2	Job insecurity → Quiet quitting	0.316	7.981	0.000	Yes
H3	Smart tech awareness → Quiet quitting	0.287	6.622	0.000	Yes
H4	Quiet quitting → Job performance	–0.312	6.879	0.000	Yes

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In addition, the analysis shows that awareness of smart technology has a positive and significant effect on quiet quitting behavior (ß = 0.287; $p < 0.01$). This means that employees who are more aware and perhaps feel pressured by smart technology are more likely to take steps to quiet quitting. Awareness of smart technology reflects how employees understand and respond to technological changes in their work environment. When technological changes are not accompanied by adequate support or proper training, employees can feel anxious or uncomfortable dealing with them. This can increase stress or anxiety levels at work, which in turn can influence their decision to seek solutions by gradually reducing their contributions or even deciding to quiet quitting.

Lastly, this analysis found a negative and significant relationship between quiet quitting behavior and employee work performance (ß = –0.312; $p < 0.01$), indicating that the higher the quiet quitting behavior occurs among employees, the lower the work performance will be. Quiet quitting behavior reflects dissatisfaction or disengagement that may not be expressed openly but can directly impact employee productivity and contribution to the organization. With decreased quality of work and focus on critical tasks, employees who engage in quiet quitting behavior may experience a decline in achieving their performance targets.

4. DISCUSSION

The first hypothesis posited that perceived career development opportunities would substantially affect quiet quitting behaviors among Generation Z hospitality employees in Jakarta. The study uncovered a significant negative correlation (ß = –0.399; $p < 0.01$) between perceived career development opportunities and the tendency to quit quietly. This result implies that when employees believe they will not have opportunities to develop their future careers, it is most likely they will choose quiet quitting. This highlights the need to offer opportunities for professional development and progression inside companies to reduce the occurrence of quiet quitting behaviors. Employees are more likely to feel purposeful and committed to their work when they believe the company provides opportunities for skill development, advancement, and career progression. In contrast, employees may disengage from their work if they believe there is no future career development (Hom et al., 2019). This study contends that by creating an atmosphere that encourages career growth and development, the company can retain talent and nurture a more engaged, fulfilled, and devoted workforce that will attain individual and organizational objectives.

The second hypothesis investigated the relationship between perceived job insecurity and quiet quitting. The findings revealed a positive and statistically significant correlation (ß = 0.316; $p < 0.01$). This indicates that employees who perceive elevated levels of job insecurity are more inclined to engage in quiet quitting. Employees may experience considerable psychological distress when they perceive job insecurity, which can manifest as anxiety, uncertainty, and dread regarding their future employment opportunities. This situation can deter employees from expressing their complaints or seeking assistance from management, causing them to quit silently and leave to protect themselves quietly.

Furthermore, according to the revised conservation of resources theory (Hobfoll, 1989), employees confronted with job stressors such as job insecurity and limited job resources are likelier to exhibit adverse outcomes, such as increased withdrawal behaviors or quiet quitting. This finding aligns with Karatepe et al. (2020). To summarize, the perception of job insecurity among Generation Z hospitality employees leads to quiet quitting behaviors.

The third hypothesis examined the influence of awareness of smart technology on quiet quitting. The study revealed a positive and statistically significant correlation (ß = 0.287; $p < 0.01$). This suggests that employees who have a greater understanding and skill in using smart technology are more likely to engage in quiet quitting behaviors (Arzuaga et al., 2023). Lastly, the fourth hypothesis was also supported. The finding revealed that quiet quitting behaviors negatively and significantly affect employee performance. This result is aligned with previous findings that employee silence, specifically in quiet quitting behaviors, detrimentally affects job performance (Knoll et al., 2019; Shaukat & Khurshid, 2022).

CONCLUSION

The objective of this study is to comprehend the factors that influence the quiet quitting behaviors among Generation Z hospitality employees in Jakarta, Indonesia. The results emphasize the important influences of employees' sense of career growth opportunities, perception of job instability, understanding of smart technology, and job performance on their likelihood of quitting quietly. Moreover, the findings emphasize the significance of creating workplaces that promote the advancement of careers and personal development, address concerns about job instability, and help employees understand the intricacies of contemporary technology. Organizations can reduce the likelihood of quiet quitting behaviors and foster a more engaged, motivated, and productive staff by fostering a professional environment that promotes career growth and employment stability.

This study shows the critical role of human resource management in the hotel industry as it is important to reduce job insecurity and prevent the phenomenon of quiet quitting among employees, which can disrupt productivity and organizational stability. In addition, technology awareness is essential because employees who understand technology more tend to perform better. To increase the competitiveness and sustainability of the hotel industry, policies that consider career development, job insecurity, technology awareness, and employee performance must be created.

The results offer implications for company managers. Managers should prioritize providing explicit career advancement opportunities to improve employee engagement and decrease instances of employees silently leaving the company. Effectively managing job uncertainty involves employing clear communication and providing reassurances regarding employment stability, which is essential for preventing disengagement resulting from dread. Furthermore, managers should meticulously oversee the implementation of intelligent technology by offering comprehensive training and emphasizing how these tools may enhance rather than supplant employees. Using these techniques, managers may provide a supportive work atmosphere and improve job performance.

Although this work has provided helpful insights, it is important to acknowledge its limitations. The research primarily concentrated on Generation Z hospitality employees in Jakarta, restricting the findings' applicability to other industries or geographic regions. Moreover, the dependence on individuals' data may lead to response bias and subjective interpretations. To overcome the earlier constraints and enhance knowledge in this field, further research could investigate how individual and organizational characteristics influence the correlations revealed in this study. Moreover, conducting a comparative analysis among various demographic groups and businesses could provide valuable insights into the generalizability of the observed patterns. Lastly, it is necessary to investigate organizational interventions and methods that aim to decrease quiet quitting behaviors and enhance employee well-being. These investigations will provide valuable information for evidence-based management practices.

AUTHOR CONTRIBUTIONS

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