

QUIET QUITTING DUE TO WORK STRESS, MEDIATED BY JOB SATISFACTION AND AFFECTIVE COMMITMENT

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Abstract

The formulation of the problem in this study is the extent to which job satisfaction and affective commitment mediate the relationship between job stress and quiet retirement in Awal Bros Hospital Pekanbaru, Riau. This study involved nurses from Awal Bros Hospital Pekanbaru as research subjects. From the conducted research, there are 45 pieces of data that can be processed for further analysis. In this study, SEM technique was used as an analytical tool with SmartPLS 3 to test the data. The findings of this study show that job satisfaction has a significant effect on quiet quitting, while work stress has a negative but insignificant effect on quiet quitting. Affective commitment of the nurses had a significant positive effect on silent quitting. Work stress that nurses experience has a positive effect on their job satisfaction, but a negative effect on their affective commitment. As mediating variables, job satisfaction and affective commitment may mediate the relationship between job stress and quiet quitting. This research can be a future reference point in solving the problem of silent quitting that exists in the working environment by reducing employees' work stress levels and increasing job satisfaction and affective commitment among employees.

Keywords: Job Stress, Quiet Quitting, Job Satisfaction, Affective Commitment

INTRODUCTION

The Covid-19 pandemic has had a significant impact on various aspects of human life, social distancing restrictions and stay-at-home orders have caused several psychological issues such as stress, anxiety, depression, and anxiety. One of the consequences of this attention-grabbing impact is silent stopping. Meanwhile, the term quiet quitting has become one of the trending topics related to HR management in 2022 through a TikTok video upload. At least 50% of the workforce in the United States is quietly quitting (Harter, 2022). Meanwhile, Google Trends data shows that Indonesia ranks 37th in accessing or searching for the meaning of quiet-stopping (Yikilmaz, 2022).

Quiet quitting refers to an employee's commitment being limited to performing assigned tasks and avoiding other tasks not included in the job description (Formica & Sfodera, 2022). Quiet quitting has been described under different names in the field of organizational behavior for decades (Aydm & Azizoglu, 2022). The concept of disengagement, which defines physical, cognitively, or emotional distancing from work is a concept very close and comparable to quitting (Afrahi et al., 2022). Another term similar to quiet quitting is withdrawal behavior. Withdrawal behavior refers to employee actions that place psychological or physical distance between themselves and the work environment (Rose & Hulin, 1985). Meanwhile, job neglect is also believed to resemble silent quit behavior. job neglect as withholding effort or reducing participation in work-related tasks (Bennett & Robinson, 2000).

Employee dissatisfaction is based on three characteristics that people have in common, namely the aspects of needs, values, and purpose (Formica & Sfodera, 2022). It further explained that the inability to recognize employee performance, the feeling of being unappreciated and unnoticed, is a clear expression of common needs at home and in the office. Second, toxic organizational culture and lack of opportunities to learn and develop indicate lack of alignment with fundamental values common to most employees, especially GenZ and Millennials. It is difficult to build long-term working relationships with employees who do not share the organization's values. Third, the lack of meaning and professional fulfillment of work indicates a lack of communication about organizational goals to employees. This has consequences for creating confusion and employee withdrawal and

makes employees wonder why they are part of the organization. In other words, this situation can reduce employees' sense of belonging and interest, as well as their commitment to the organization (Formica & Sfodera, 2022).

In an organizational context, there are several behaviors and attitudes that, as expected, can have a bidirectional effect on quitting. This means that these behaviors and attitudes can be antecedents and outcomes of quiet quitting. This is job dissatisfaction. When it comes to work, dissatisfied employees are likely to exhibit quiet quitting behavior, while quiet quitters are more likely to be dissatisfied with work because they only fulfill job requirements without taking initiative (Arar et al., 2023). also explained one of the causes of quiet quitting is related to unrealistic work demands and employees' tendency to avoid fatigue and keep their mental health (Hamouche et al., 2023). Eight out of ten people who quit quitting experience burnout. This is due to high work stress that is difficult to manage due to high work demands and lack of organizational support and recognition of employee performance (ResumeBuilder, 2022).

Several studies show that affective commitment has an influence on employee performance outcomes and behavior (Haque et al., 2019). Several studies show that high levels of affective commitment lead to positive employee behavior and performance outcomes (Demirtas & Akdogan, 2015). Researchers chose affective commitment because affective commitment is a variable that is more motivating than attitude (Meyer & Herscovitch, 2001). Furthermore, explained that affective commitment was compared with two other components of the three dimensions of organizational commitment (normative commitment and continuance commitment) and related theories, showing that the relationship between attitudes and motivation has a strong influence on staff turnover (Meijer et al., 2002).

Researchers' explorations of previous studies have not found much research that has highlighted quiet stopping as a research variable. Research by researchers shows that silent quitting focuses more on what is called turnover intention. Researchers consider turnover intention as a definition that can lead to quiet quitting as a basic reference for this study.

Job stress refers to employees' responses to workplace features that appear physically and mentally challenging (Y. Yang & Chen, 2020). Work stress not only affects their health,

but also their work performance, causing absenteeism and employee turnover (Lu et al., 2017). In addition, work stress has a negative impact on job satisfaction, contributes to burnout, and reduces organizational commitment (C. A. Wong & Laschinger, 2015). Employees who perceive their workload and responsibilities as too heavy and their work is full of pressure and demands will have lower organizational commitment. Too much work stress will reduce emotional attachment or affective commitment. Stressed employees will have difficulty valuing their company (Luturlean & Prasetio, 2019).

The dominant professional group in healthcare settings, nurses are considered to play an important role in providing vital healthcare services (Anvari et al., 2017). Nursing staff play various roles such as caregivers, advisors, and counselors for patients' physical and psychological needs, and also promote patient health, well-being, and recovery (Iqbal et al., 2020). Healthcare workers, especially nurses, are considered one of the most stressful jobs (Karimi et al., 2014).

The descriptions from the above explanation provide the background for researchers to investigate the extent to which job satisfaction and affective commitment mediate the relationship between job stress and quiet quitting.

REVIEW OF LITERATURE

Quiet Quitting

Quiet quitting as employee involvement is limited to performing assigned tasks and avoiding other tasks not included in the job description (Formica & Sfodera, 2022). Other views, also explain that employees who put in the minimum effort required at work due to a lack of organizational support, pay issues, job instability, and/or other priorities are called silent quitters (Serenko, 2023). Finally, quiet quitting describes a work-related phenomenon in which someone does not actually quit their job but simply does the work expected of the position without going beyond what is expected (Scheyett, 2022).

Work Stress and Quiet Quitting

The study by Hamouche et al. (2023) explains that eight out of ten people who quit quietly experience burnout. This is due to high work stress that is difficult to manage due to high work demands and lack of organizational support and recognition of employee

performance (Hamouche et al., 2023). Various studies state that employees who quietly quit in order not to lose organizational motivation in dealing with organizational stress reduce well-being and cause work-family conflict and burnout, and doing as little as possible is a way to avoid psychological and emotional self sources of work stress (Arar et al., 2023; Badilla et al., 2023; Serenko, 2023; Yikilmaz, 2022). Based on the empirical findings and the assumptions developed, the following alternative hypotheses are proposed:

H1: Work stress has a positive effect on quitting.

Job Satisfaction and Quiet Quitting

Job satisfaction is also another consideration for employees to quit quitting, many employees who excel are actually 'rewarded' with more tasks, new responsibilities, and higher performance expectations rather than with promotions and financial compensation. In addition, employees often harbor resentment against their managers or the entire organization. This can happen due to a conflict with the manager or the belief that the employee is not getting the promotion he deserves (Serenko, 2023). Five key aspects of job satisfaction controlled by management are identified: working conditions, current salary, promotion opportunities, job security and supervision (Ohunakin et al., 2019). Several studies share the same view that quiet quitting is a form of passive resistance that employees use to express their dissatisfaction with their job or work environment (Arar et al., 2023; Badilla et al., 2023; Hamouche et al., 2023; Yikilmaz, 2022). This research also shows that quietly quitting can have negative consequences for employees and employers, such as reduced productivity, increased employee turnover, and damage to the company's reputation. Indirectly, this shows that job satisfaction influences quitting. Based on the empirical findings and the assumptions developed, the following alternative hypotheses are proposed:

H2: Job satisfaction has a negative effect on Quiet Quitting.

Relationship between Affective Commitment and Quiet Quitting

Researchers' explorations of previous studies have not found many studies showing that affective commitment influences quitting as a research variable. Research by researchers shows that silent quitting focuses more on what is called turnover intention. One way to reduce the problem of increasing employee turnover is to increase affective commitment (Meyer and Allen, 1997). Affective commitment and employee turnover are negatively

related. That is, employees with high affective commitment demonstrate positive intentions to serve their organization and are less likely to think about leaving their job (Robbins and Coulter, 2003). Several empirical studies have found a significant influence of affective commitment on turnover intention (Fazio et al., 2017; Moreira et al., 2020; Obeng et al., 2024; Wong & Wong, 2017). Based on the empirical findings and the assumptions developed, the following alternative hypotheses are proposed:

H3: Affective commitment has a negative effect on quiet quitting.

Relationship between Work Stress, Job Satisfaction, and Affective Commitment

Job stress refers to an individual's response to job threats and demands arising from the characteristics of their job (Irawanto et al., 2021). Work stress not only affects their health but also their work performance, causing absenteeism and employee turnover (Lu et al., 2017). Several studies found that work stress has a negative effect on job satisfaction (Harzer & Ruch, 2015; Hoboubi et al., 2017; Irawanto et al., 2021; Lu et al., 2016, 2017).

In addition, work stress has a negative impact on job satisfaction, contributes to burnout, and reduces organizational commitment (Wong & Laschinger, 2015). Employees who perceive their workload and responsibilities as too heavy and their work is full of pressure and demands will have lower organizational commitment. Too much work stress will reduce emotional attachment or affective commitment. Stressed employees will have difficulty valuing their company (Luturlean & Prasetio, 2019). The results of various studies found that work stress had a negative effect on affective commitment (Alipour & Monfared, 2015; Avenido et al., 2022; Lambert et al., 2015; Luturlean & Prasetio, 2019; Yang et al., 2017). Based on the empirical findings and the assumptions developed, the following alternative hypotheses are proposed:

H4: Work stress has a negative effect on job satisfaction.

H5: Work stress has a negative effect on affective commitment.

The Relationship between Job Stress and Quiet Quitting is Mediated by Job Satisfaction and Affective Commitment

Nurses' low job satisfaction may be related to high workloads, high-pressure environments, and strained relationships between nurses and patients, as well as low salaries (Yang & Chen, 2020). Work stress not only affects their health but also their work

performance, causing absenteeism and employee turnover (Lu et al., 2017). Five key aspects of job satisfaction controlled by management are identified: working conditions, current salary, promotion opportunities, job security and supervision (Ohunakin et al., 2019). Many employees who excel are actually “rewarded” with more tasks, new responsibilities, and higher performance expectations rather than promotions and financial compensation (Serenko, 2023). In addition, employees often harbor resentment against their managers or the entire organization. This can happen due to a conflict with the manager or the belief that the employee is not getting the promotion he deserves.

Theoretically, it is common to explain the relationship between organizational commitment and turnover intention as a form of exchange in accordance with social exchange theory, whereby employees reciprocate perceived positive experiences with loyalty. Ali's study focuses on affective commitment, the component most closely related to employees' experiences and perceptions of the organization. Even before the development of the three-component model, previous research has widely emphasized affective attachment to the organization as a key factor in organizational commitment. From the above explanation and the limitations of existing research, it can be concluded that affective commitment may mediate the relationship between work stress variables and silent quitting (Ali et al., 2024). Based on the empirical findings and the assumptions developed, the following alternative hypotheses are proposed:

H6: Job satisfaction as a mediating variable for the relationship between job stress and quiet quitting.

H7: Affective commitment as a mediating variable for the relationship between work stress and quiet quitting.

RESEARCH METHOD

The respondents of this study are the nurses of Awal Bros Hospital in Pekanbaru, Indonesia. The technique used in collecting data to support this research is non-probability sampling with purposive sampling. The sampling criteria for this study are: nurses at Awal Bros Hospital and permanent nurses who have worked for at least one year. 45 pieces of data were obtained from the survey. The research instrument used was a survey questionnaire

distributed through hospital management. This study uses the Structural Equation Modeling (SEM) approach with the SmartPLS 3 software and descriptive analysis as the data analysis technique.

Indicator of Quiet Quitting

When conducting literature reviews for this study, researchers found no previous quantitative research. Therefore, in this study, researchers tried to build an indicator of quiet stopping, based on the study of Formica and Sfodera. That concluded that employee dissatisfaction is based on three characteristics that people have in common, namely aspects of needs, values, and purposes (Formica & Sfodera, 2022), as shown in Table 1.

Table 1
General Characteristics For Humans

Needs	Values	Purposes
A list of the most important needs that future employees want to meet, who they must fulfill, and how	Identify personal values	Start from the end and write your eulogy
Measures the percentage of need satisfaction	Determining the fit between the person and an organization	What if you still have six months, one week, and one day to live have?
Formulate and monitor a plan for the highest level of need satisfaction at reaches	Search for tuning between values and behavior	Write down your life purpose using action verbs and how this shall become executed
	Understand and show interest in the values of others	Connecting personal and organizational purposes

Source: Formica & Sfodera (2022)

The steps the researcher took were to understand the description of each aspect in Table 1 and then arrange them as more measurable indicator points, as shown in Table 2.

Table 2
Indicator Points Described by Researchers

	Needs	Values	Goal
1	A list of the most important needs to which future employees want meet , who to that must to fulfil and how	Identify personal values	Start from the end and write your own eulogy
	<ul style="list-style-type: none"> The organisation for what I work has financial met On her obligations according to the agreement . The organisation Where I work cares for An 	<ul style="list-style-type: none"> The organisation for what I work , can mine personal values to understand and identify . 	<ul style="list-style-type: none"> I have the function that is covered expected by the organization Where I work .

	<p>comfortable working environment for staff .</p> <ul style="list-style-type: none"> • The organisation for what I work has me supported bee mine personal development . • The organisation for what I work , understands how to meet the needs of employees can to fulfil . 		
2	Measures the percentage of need satisfaction	Determining the fit between person and organization	What if you still six months , one week, one day at to live have ?
	<ul style="list-style-type: none"> • I am satisfied with the financial satisfaction that the organization me offers . • I feel me on my ease at the organization Where I work . • I am satisfied with the support from the organization for mine personal development . 	<ul style="list-style-type: none"> • The organisation for what I work has values that match bee mine personal values . 	<ul style="list-style-type: none"> • I have understood what I was doing with my colleagues must doing as I few time have.
	Needs	Values	Goal
3	Formulate and monitor a plan for the highest level of need satisfaction at reaches	Search for tuning between values and behavior	Write down your life purpose using action verbs and how this shall become executed
	<ul style="list-style-type: none"> • Organizations be able to plan formulate and monitoring for employee satisfaction at reaches. 	<ul style="list-style-type: none"> • My behavior at work is aligned with the values in which I believe. 	<ul style="list-style-type: none"> • I understand the organization's objectives Where I work. • I understand how to achieve organizational goals and can supportthem.
4		Understand and show interest in the values of others	Connecting personal and organizational purposes
		<ul style="list-style-type: none"> • I understand and respect colleagues the other values to have . 	<ul style="list-style-type: none"> • I understand that mine personal goals connect to the objectives of the organization for what I work .

Source: Data processed, 2023

And other variables, such as job stress, were measured with the four-item Likert scale developed by (Motowidlo et al., 1986), job satisfaction was measured with the five-item

Likert scale used by (Bacharach et al., 1991), affective commitment was measured with the six-item Likert scale by (Meyer et al., 1993).

RESULTS AND DISCUSSION

Outer Model

Outer model is often called the measurement model or external relationship, which defines how each indicator block relates to its latent variable (Tjahjono et al., 2021). The measurement model describes the relationship between the indicators and the measured variable.

Convergent validity test. There are 11 indicators whose loading factor is < 0.5 . And these indicators should be excluded from the model. Some of these indicators are: SK2, SK4, KK3, KK4, KK5, KO1, KO2, KO6, QK4, QQN1 and QQN2. Meanwhile, the AVE value for the four constructs has a value of ≥ 0.5 (Table 4). Discriminant validity test. All indicators for job satisfaction (KK), affective commitment (KO), quiet quitting (QQ) and work stress (SK) already have cross-loading values > 0.7 (Table 3).

Table 3
Cross-Loading Values

	Job Satisfaction	Affective Commitment	Quiet Quitting	Work Stress
KK1	0.910	-0.570	-0.730	0.624
KK2	0.863	-0.366	-0.583	0.530
KO3	-0.489	0.892	0.829	-0.754
KO4	-0.472	0.954	0.750	-0.695
KO5	-0.500	0.862	0.676	-0.609
QK1	-0.299	0.512	0.658	-0.432
QK2	-0.591	0.567	0.714	-0.533
QK3	-0.507	0.707	0.817	-0.608
QK5	-0.513	0.658	0.755	-0.563
QK6	-0.588	0.801	0.824	-0.723
QK7	-0.525	0.526	0.738	-0.478
QK8	-0.512	0.757	0.848	-0.713
QQN3	-0.581	0.535	0.640	-0.596
QQN4	-0.646	0.516	0.658	-0.585
QQT1	-0.678	0.578	0.743	-0.547
QQT2	-0.721	0.669	0.779	-0.622

QQT3	-0,697	0,618	0,819	-0,695
QQT4	-0,450	0,622	0,742	-0,625
QQT5	-0,470	0,671	0,759	-0,579
SK1	0,516	-0,626	-0,623	0,864
SK3	0,636	-0,723	-0,778	0,909

Source: Data processed, 2023

However, there is still a cross-loading value for the silent stop variable indicator, which has a value < 0.7 . Therefore, the next step is to test discriminant validity by comparing the square root value of AVE with the correlation between latent constructs. After comparing the correlation values between latent variables, it is found to be smaller than the square root value of AVE for each latent variable. This means that the four constructs are valid (Table 4).

Table 4
Latent Variable Correlation, AVE and Square Root AVE Values

	Job Satisfaction	Affective Commitment	Quiet Quitting	Work Stress	Average Variance Extracted (AVE)	AVE Square root
Job Satisfaction	1,000	-0.538	-0.747	0.655	0.786	0.887
Affective Commitment	-0.538	1,000	0.738	-0.764	0.817	0.904
Quiet Quitting	-0.747	0.738	1,000	-0.796	0.566	0.752
Work Stress	0.655	-0.764	-0.796	1,000	0.787	0.887

Source: Data processed, 2023

Reliability test. To assess the reliability of the construct, the Cronbach's Alpha and Composite Reliability values should be > 0.7 (Table 5).

Table 5
Results of Reliability Tests

	Cronbach's Alpha	Composite Reliability	Information
Job Satisfaction	0.730	0.880	Reliable
Affective Commitment	0.887	0.930	Reliable
Quiet Quitting	0.940	0.948	Reliable
Work Stress	0.732	0.881	Reliable

Source: Data processed, 2023

Inner Model

Inner model is a specification of the relationship between variables. Inner models are often called structural models or inner relations (Tjahjono et al., 2021). The structural model describes the relationship between one variable and another. This relationship can be in the form of a correlation or a causal relationship.

Hypothesis testing. Bootstrapping is done to find out whether a hypothesis is accepted or rejected. Therefore, a hypothesis test is performed by paying attention to the significance value of the t-statistics or p-value. In the bootstrapping method in this study, the hypothesis is accepted if the t-statistic value is > 1.96 and/or $p\text{-value} < 0.05$ (Table 6 and Table 7).

Table 6
Results of Direct Effect

	Original Sample (O)	T-statistics ((O/STDEV))	P-values	Information
Job Stress → Quiet Quitting	-0.164	1,564	0.118	H1 rejected
Job Satisfaction → Quiet Quitting	-0.361	3,926	0.000	H2 Accepted
Affective Commitment → Quiet Quitting	0.517	5,311	0.000	H3 Rejected
Job Stress → Job Satisfaction	0.655	8,023	0.000	H4 Rejected
Work Stress → Affective Commitment	-0.764	6,477	0.000	H5 Accepted

Source: Data processed, 2023

Table 7
Results of Indirect Effect

	Original Sample (O)	T-statistics ((O/STDEV))	P-values	Information
Job Stress → Job Satisfaction → Quiet Quitting	-0.236	3,351	0.001	H6 Accepted
Work Stress → Affective Commitment → Quiet Quitting	-0.395	4,491	0.000	H7 Accepted

Source: Data processed, 2023

Discussions

Work stress has a negative and insignificant effect on quiet quitting. The hypothesis (H1) that states that “Work Stress has a positive effect on Quiet Quitting” is therefore not proven and rejected. The results of this study are in line with the other research results which discovered that this phenomenon can be explained by the level of employee resilience

(Badilla et al., 2023). In addition to the ability to be resilient, it is possible that the adaptability of employees is high, so that work stress does not influence the influence of employees' silent quit behavior. Employees tend to ignore their own stress and exhaustion when it is in the best interest of their family and themselves. Employees prefer to work and do not complain when it comes to supporting their families (Badilla et al., 2023). In addition, the results of this study are also in line with other study which states that work stress does not necessarily influence peaceful quitting in the long term. This can be explained because taking a break can help employees recover their mental capabilities. Overall, this can lead to better job performance in the long term (Serenko, 2023).

Job satisfaction has a negative and significant effect on quiet quitting. The hypothesis (H2), which states that “Job satisfaction has a negative effect on quiet quitting” has therefore been proven and accepted. Employee dissatisfaction and disengagement is another reason to quiet quitting. Employee dissatisfaction at work can be attributed to a lack of recognition at work. Furthermore, employees who quit quietly when given the opportunity and recognition will work harder. Because employees who quit quietly seek a balance between monetary rewards, work-life balance, development, self-realization and recognition (Hamouche et al., 2023). Employees are not extrinsically motivated to put in extra time and effort at work, and they simply want to stop working overtime without pay or pay. It exceeds employee expectations that when they excel, they will actually be “rewarded” with more new tasks and responsibilities as well as higher performance expectations beyond promotions and financial compensation. In addition, they often harbor resentment against their superiors or the organization where they work, due to conflicts with managers or employees' beliefs that they did not receive the promotion they deserved (Serenko, 2023).

Affective commitment has a positive and significant effect on quiet quitting. The hypothesis (H3) that states that “Affective Commitment has a negative effect on Quiet Quitting” is therefore not proven and rejected. The results of this study are consistent with other research, which explains that employees with continuous commitment usually make minimal effort to keep their jobs and exhibit a passive attitude, which is not a form of commitment that is desired by employees. the organisation. At this point it is worth noting that continuation of continuous commitment and the phenomenon of silent quitting are very

similar (Atalay & Dağıstan, 2023). Employees who cannot achieve organizational commitment avoid performing at a high level in their work-related activities, and that employees want to maintain their involvement knowing that the costs of leaving their jobs will be high (Arar et al., 2023).

Work stress has a positive and significant effect on job satisfaction. The hypothesis (H4) that says that “Work Stress has a negative effect on Job Satisfaction” is therefore not proven and rejected. The results of this study are consistent with other research and conducted an empirical study on ground services of air dispatchers. Their study found a negative relationship between stress avoidance and job satisfaction, while the positive relationship between challenge stress and job satisfaction was not significant. Sample differences are believed to be an impact of these results (Zhang and Lu, 2009). Later, other researchers changed different samples and conducted similar studies to test the relationship between challenge stress, avoidance stress, and work outcomes. Positive relationship between challenge stress and job satisfaction and the negative relationship between hindrance stress and job satisfaction have been confirmed (Liu and Wang, 2013). Challenge stress and eustress study can explain the relationship between work stress and job satisfaction, which is not significant in the results of this study (hypothesis 4) (Zhang and Lu 2009; Liu and Wang, 2013; Deng et al., 2018; Selye, 1978).

Work stress appears to have a negative and significant effect on affective commitment. Thus, the hypothesis (H5) that says “Work Stress has a negative effect on Affective Commitment” has been proven and accepted. When employee proposals can be fulfilled well and successfully, they will be highly inspired to achieve the highest standards to achieve organizational goals. The organization will provide training to improve the efficiency of the organization (Avenido et al., 2022). In addition, employee involvement is the basis for greater success in every area of the organization. Human resources are one of the most important and valuable assets of the organization. The more people are committed to an organization's values and goals, the more active they are in the organization and the less likely they are to leave the organization and look for new job opportunities. The importance of employee involvement in an organization is doubled when the organization deals with

both human and financial issues, such as a hospital where nurses deal with human lives (Alipour & Monfared, 2015).

Job satisfaction variables can play a good role in mediating the influence between work stress variables and quiet quitting. Work stress is directly related to job satisfaction in a negative way. Nurses with low job satisfaction are usually related to excessive workload, high environmental pressure, tense relationships between patients and nurses and also low wages. This study also proves that job satisfaction is a factor that strongly influences nurses' turnover intentions (Yang & Chen, 2020). The negative influence of job satisfaction on turnover intention and the mediating role of job satisfaction on the relationship between work stress and turnover intention have been proven in several studies (Masum et al., 2016; Lu et al., 2017; Liu et al., 2019 and Lu et al., 2016). Recommendations for hospital management could include placing greater emphasis on increasing nurses' job satisfaction to reduce turnover. Some interventions that should be considered are training more nurses, increasing salaries to ease the economic burden, providing more opportunities for further education and career development, improving working conditions and reforming the professional promotion system to increase work motivation.

In other words, the affective commitment variable can play a good role in mediating the influence between the work stress and quiet quitting variables. The results of this study are in line with the results of research by Lambert et al. (2015), Alipour and Monfared (2015), Yang et al. (2017), Luturlean and Prasetyo (2019), and Avenido et al. (2022). In general, the aim is to test and analyze the influence between work stress and affective commitment. These five studies show that work stress has a negative and significant effect on affective commitment. This means that the higher the work stress someone experiences, the lower their affective commitment will be. Research by Wong and Wong (2017), Fazio et al. (2017), Haque et al. (2023), and research by Moreira et al. (2020), Ali et al. (2024) and Obeng et al. (2024) tested and examined the relationship between affective commitment and turnover intention. Theoretically, it is common to explain the relationship between organizational commitment and turnover intention as a form of exchange in accordance with social exchange theory, whereby employees reciprocate perceived positive experiences with loyalty. Ali study focuses on affective commitment, the component most closely related to

employees' experiences and perceptions of the organization. Even before the development of the three-component model, previous research had widely emphasized affective attachment to the organization as a key factor in organizational commitment (Ali et al., 2024).

CONCLUSION

An important theoretical contribution is that this study can be used as a reference in developing future research and can also be compared with the results of further research that delves deeper into the 'quiet quitting' variable, especially as it relates to the variables work stress, work stress, satisfaction and affective commitment. Future research can develop this research model by considering variables recommended in previous research, such as affective commitment at the dimension level, namely continuation commitment. In addition, future research should also consider the influence of organizational justice at the dimensional level on quiet quitting. Future research should also consider other independent, mediating, and moderating variables that influence silent quitting.

Management should reassess nurses' workload so that they can reduce job stress, which reduces nurses' performance. In addition, management can provide assistance, such as stress management, to reduce the work stress experienced by nurses and can also turn stress into eustress, namely stress that creates challenges or opportunities, improves mood, increases job satisfaction and is considered a positive stress (Serenko, 2023). Another recommendation is that positive mitigation efforts should be made, for example by ensuring sufficient nursing staff to alleviate workload, providing good administrative support and creating a friendly working environment (Yang & Chen, 2020).

Hospital management should maintaining nurses' job satisfaction through various interventions that should be considered, namely training more nurses, increasing salaries to ease the economic burden, providing more opportunities for further education and career development, improving conditions. work, and the reform of the professional promotion system to increase work motivation. In addition, hospital management should pay attention to nurses' affective commitment, because affective commitment is the degree of loyalty and support that employees show to the organization where they work. Quality support from

leaders can increase nurses' perceptions of the meaning of work, thereby increasing their organizational commitment (Yang & Chen, 2020).

Therefore, hospital management should implement personnel policies that can reduce the silent departure of nurses. A lack of understanding of organizational goals will result in employees not being focused on achieving organizational goals. This condition will encourage employees to quit quietly more easily when what the employees expect is not properly realized. Management of the Awal Bros Panam Pekanbaru Hospital needed to socialize the vision, mission, values and objectives of the organization to all members of the organization, including nurses (Yikilmaz, 2022). In addition, hospital management should pay attention to fair compensation for nurses, increase nurses' awareness of the significance of the work they do, and provide support and attractive career opportunities in the workplace.

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