

QUIET QUITTING BEHAVIOR AS AN IMPACT OF PSYCHOLOGICAL DISTRESS: WELL-BEING, ANXIETY, AND DEPRESSION AS MEDIATING VARIABLES



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Abstract

This study aims to examine quiet quitting behavior as an impact of psychological distress with well-being, anxiety, and depression as mediating variables in employees at PT Jamkrindo Solo. The sampling technique in this study is a census technique that uses the population in the research area as a sample. The questionnaire was distributed directly to 33 employees. The research model was analyzed using SEM-PLS. The results of the data analysis show that psychological stress has a negative and insignificant effect on the desire to quiet quitting. In addition, psychological distress directly showed a significant and positive influence on well-being, anxiety, and depression. However, well-being, anxiety, and depression directly have no substantial and negative effect on quiet quitting cessation. Psychological distress indirectly had a positive influence on quiet quitting cessation through the mediation of well-being. Psychological distress indirectly has a negative and insignificant impact on quiet quitting through the mediating variables of anxiety and depression in employees at PT Jamkrindo Solo.

Keywords: Quiet Quitting, Psychological Distress, Well-being, Anxiety, Depression

INTRODUCTION

The COVID-19 pandemic has had many impacts on the emergence of various employee mental health problems such as anxiety and stress in the workplace. This phenomenon has resulted in work neglect where employees work to fulfill their job description only or what is known as quiet quitting (T. Zhang & Rodrigue, 2023). The quiet quitting trend indicates that employees continue to fulfill their primary responsibilities at work but are less willing to engage in excessive work such as refusing to attend non-mandatory meetings, working overtime, and arriving early to work. This phenomenon already exists among employees and is no longer new. The term was coined by Boldger, an economist in 2008, who described an old phenomenon known as job abandonment with reduced task engagement at work (Formica & Sfodera, 2022).

The general idea underlying the phenomenon of quiet quitting among employees is that overwork with a high workload and poor work-life balance can affect employees' mental and physical health (T. Zhang & Rodrigue, 2023). Emotional exhaustion in employees stemming from the environment in which they work can exacerbate mental health issues and in turn, can cause psychological distress in employees as a result of the job stress they get during work (Hunter et al., 2019).

Psychological distress refers to a condition when individuals feel emotional discomfort caused by work demands and pressures that are difficult to manage in everyday life (Salem et al., 2023). Employees who experience psychological distress can cause them to experience increased anxiety, depression, and reduced psychological well-being at work (Hunter et al., 2019), these psychological distress issues can in turn decrease work motivation and lead to employees' intention to leave the organization where they work (Baquero, 2022). In addition, increased emotional exhaustion leading to depression and anxiety experienced by employees at work can create a psychological distance between work and employees' personal lives (Rowley, 2023), this distance is also usually communicated through cues such as emotional cues to convey feelings in a situation, attitude states, and body language performed by employees to describe their feelings of exhaustion during work (Liu, 2023). Emotional feelings shown through changes in employee behavior towards their work are also related to job stress (Fukuzaki & Takeda, 2022).

Job stress is a constant pressure exerted by the employer that if experienced by employees continuously can have an impact on reduced energy, create low morale, and reduce work productivity (Alblihed & Alzghaibi, 2022). Work productivity is important for organizations in optimizing the resources they have to support the success of the organization, but if employees experience decreased work productivity due to reduced energy and mood disorders such as feelings of anxiety and depression this can lead to poor employee work performance as a result of their dissatisfaction with the organization. A decrease in employee job satisfaction can ultimately lead to employees' intention to leave their jobs (Han et al., 2020).

A work environment with high pressure and workload can lead to work neglect behavior by employees such as not working effectively in response to the inability of employees to complete tasks during work. Mental health problems can also contribute significantly to employees leaving the organization (Fløvik et al., 2019). Employee insecurity

in the workplace is considered one of the causes of job stress that leads to anxiety and depression most often felt by employees (Aguiar-Quintana et al., 2021).

Anxiety refers to a condition where individuals experience worry that has a direct impact on decreased energy and feelings of emotional exhaustion (Hanappi & Lipps, 2019). Anxiety in the workplace can affect employee performance where employees who experience anxiety tend to view situations in their environment as threats, these feelings of anxiety felt at work if experienced for a long period can affect well-being and work productivity (Cheng & McCarthy, 2018). Employees who experience feelings of anxiety in the workplace can affect their behavior such as reducing contributions to work made by employees as a form of self-protection from an environment that threatens their mental health (Kouchaki & Desai, 2015).

Mental health problems in employees in an organizational environment can reduce the quality of work, such as depression experienced by employees. Depression is defined as an affective disorder or mood change in a person and has been identified as a major mental health problem that affects all aspects of life (Melchers et al., 2015). Depression about work can cause employee work disability (Li, 2019). In addition, depression in employees can lead to limit-setting behavior by employees towards their work as an effort to protect themselves from mental health disorders so that employees can obtain a positive work-life balance and good well-being within the organizational environment (Hamouche et al., 2023). According to Yu et al., (2021), well-being in general leads to the idea that the health, happiness, and comfort felt by individuals from their social environment are the impact of a good quality of life, on the contrary, if individuals do not get well-being from the environment where they are, it will have an impact on reducing the quality of life and ultimately can lead to mental health disorders related to anxiety, depression.

Seeing these problems, it is necessary to have a decision for the organization to deal with the mental health conditions of employees, especially regarding the fulfillment of welfare, and mental health management such as psychological pressure that leads to depression and anxiety, considering that companies or organizations that have high levels of work demands are prone to various employee mental health problems and work stress. According to Zhang & Rodrigue (2023), mental health problems are one of the causes of the emergence of quiet quitting trends among employees as a form of self-protection from poor work-life balance in the organizational environment. In addition, referring to a previous study conducted by Formica & Sfodera (2023), who suggested examining the phenomenon of quiet quitting against mental health problems in employees. Departing from the limitations of empirical studies related to the phenomenon of quiet quitting on employees so that this research was conducted at PT Jamkrindo Solo branch office, where PT Jamkrindo is a state-owned credit guarantee industry that is responsible for managing the implementation of guarantees to the public. In optimizing the operational management of the company, employees are required to be able to compete and continue to follow various changes in existing work procedures to continue to generate profits for the company. Seeing from the existing problems this research was conducted by raising the theme of psychological distress associated with the phenomenon of quiet quitting in the organizational environment, it is hoped that companies can pay attention to employee mental health problems so that they can support the success of the organization in creating a good work environment and are expected to improve the quality of financial services to the community.

REVIEW OF LITERATURE

Quiet Quitting

Quiet quitting is a term used when a worker sets clear boundaries for their work, where they continue to perform their main duties but refuse to work beyond their job description (Serenko, 2023). This change in mindset is triggered by the many demands of work while employees do not have adequate resources to complete their work, so quiet quitting is done as an alternative for employees to prioritize their quality of life and mental health at work.

The phenomenon of quiet quitting is not new in the organizational environment, quiet quitting was first raised by Boldger, an economist in 2008, to explain work abandonment behavior by employees caused by inflexible working hours and work wages that do not match the work provided by the employer (Formica & Sfodera, 2022).

Quiet quitting behavior adopted by employees does not mean that they quit their jobs, only that they are not willing to do work outside of the main job (Hamouche et al., 2023), such as showing passive behavior in the work environment by not volunteering to be involved in work that is not their main job and refusing to work overtime and not giving extra effort beyond what is expected by the organization (Formica & Sfodera, 2022).

Psychological Distress

Psychological distress is conceptualized as a result of chronic stress and a mental state condition that describes a person's distressed situation from demands and environments that cause emotional discomfort so that it can increase a person's chances of experiencing psychological distress such as depression and anxiety (Massé et al., 1998).

Psychological distress in the context of employees and work relationships, according to Selem et al., (2023) is defined as the inability of employees to cope with situations at work that are full of demands that exceed the resources they have in completing work and this situation can make it difficult for employees to meet good work productivity at work.

Well-being

Well-being related to psychological conditions in individuals can be conceptualized as a combination of positive affective states (hedonic perspective) and functioning with optimal effectiveness in individual and social life (Bufquin et al., 2021). Overall well-being leads to a happy quality of life and a feeling of comfort while at work, on the other hand, if employees feel uncomfortable while at work, it can be concluded that they do not get good well-being and in turn will have an impact on decreased productivity and low work motivation (Yu et al., 2021), decreased employee work performance can trigger the emergence of work neglect where this is done as their response to a toxic work environment (Feijen-de Jong et al., 2022).

Anxiety

Anxiety is a condition where a person feels excessively worried, which can decrease energy and create a feeling of emotional exhaustion (Hanappi & Lipps, 2019). Anxiety and its relationship with employees in the workplace can affect employee performance, lead to excessive feelings of fear and anxiety, and reduce employee morale (Zhou et al., 2023), workplace anxiety has important implications for organizations and the individuals within them if not properly addressed. From a dispositional perspective, employees who experience

anxiety are more likely to perceive the situation around them as a threat which, if felt for a long time, can affect employee performance and worsen p (Cheng & McCarthy, 2018).

Depression

Depression is a mental health problem that affects all aspects of life, depression and its relationship with employees in the workplace is defined as a person's emotional state in the work environment that increases gradually and affects the employee's mood towards their activities at work (Melchers et al., 2015). Depression experienced by employees in the workplace has affected low work productivity, decreased work motivation, and employees' desire to leave their jobs (Li, 2019), this decrease in work performance and work productivity is also caused by high job demands that cause depression in employees which ultimately encourages employees to protect their mental health at work as a response to poor quality of life and uncertainty (Hamouche et al., 2019).

RESEARCH METHOD

The method used in this research is the quantitative descriptive research method. The population in this study were employees who worked at the PT Jamkrindo Solo branch office. Sampling in this study was carried out using the census technique and obtained a sample size of 33 respondents. The Census technique is a research technique by collects data by making the population in the area to be studied a research sample (Potale & Uhing, 2015). Given the number of respondents in this study less than 100 respondents. The data collection method uses the distribution of questionnaires which are distributed directly by visiting the research location. A total of 29 questions were given to respondents using a Likert scale with intervals of 1 to 7 starting from: "Strongly Disagree" = 1, to 'Strongly Agree' = 7. According to Taherdoost (2019), the use of a 7-point rating scale better reflects the respondent's subjective evaluation of the questionnaire items. The data analysis method uses the SEM-PLS analysis method which will be used to test the research model and research hypothesis.

Survey Items and Variables

The measurement items on the quiet quitting variable refer to previous research conducted by Formica & Sfodera (2022), and the question items in this study were developed by the researcher based on references to previous studies conducted by Formica & Sfodera (2022), (see Table 1). As in this study, the research items were tested for validity and reliability in advance by conducting a pre-test, where the pre-test was tested on 46 respondents from different employees using SPSS version 23 statistical software. The results of the validity and reliability test show the value of $r_{table} > r_{count}$, which is 0.240 (see Table 1). The validity test results have an $r_{table} > r_{count}$ value, namely $r_{table} > 0.240$ (see Table 1). Furthermore, the results of the data reliability test in this study also show that of the 17 question items tested the results show that Cronbach Alpha > 0.07 or $0.943 > 0.07$ which proves that the question items tested through the pre-test have good reliability or reliability.

Table 1.
Research Statement Instrument Quiet Quitting and Validity Test Results

Variable Name	No	Question Items	Validity Results r-table > r-count	Test Results
Quiet Quitting	1	The organization I work for has fulfilled its financial obligations as agreed upon.	0.654	0.240
	2	The organization where I work has provided a comfortable work environment for employees.	0.796	0.240
	3	The organization I work for has provided support for my self-development.	0.758	0.240
	4	The organization I work for understands how to meet the needs of employees.	0.745	0.240
	5	I am satisfied with the financial fulfillment that the organization provides to me.	0.754	0.240
	6	I Feel comfortable working in the organization where I work.	0.788	0.240
	7	I am satisfied with the organization's support for my personal development.	0.722	0.240
	8	Organizations can formulate minor plans to achieve employee satisfaction.	0.841	0.240
	9	The organization I work for understands and identifies with my values.	0.484	0.240
	10	The organization I work for has values that align with my values.	0.745	0.240
	11	My behavior at work is aligned with my values.	0.776	0.240
	12	I understand and respect coworkers who have different values.	0.573	0.240
	13	I have been in the position as expected by my organization.	0.689	0.240
	14	I have understood what to do with my coworkers when I have limited time.	0.811	0.240
	15	I understand the goals of the organization where I work.	0.722	0.240
	16	I understand how to support the achievement of organizational goals.	0.732	0.240
	17	I understand that my personal goals are aligned with the goals of the organization I work for.	0.792	0.240

Source: data that has been processed by the author (2024)

Instrument of psychological distress as a result of job insecurity. Survey questions regarding employee distress refer to previous research conducted by Brick et al., (2022), with

the permission of the PT Jamkrindo Solo branch office, employees answered questions regarding mental health conditions experienced while at work through the distributed questionnaire. Psychological distress related to employee insecurity at work was assessed using 3 distress items with a 7-point Likert scale of: “Strongly Disagree” = 1, to ‘Strongly Agree’ = 7 to describe the mental state of employees at work.

Well-being in employees related to emotional discomfort at work refers to previous research conducted by Brick et al., (2022), which in this study used a well-being scale consisting of 7 survey items with a 7-point Likert scale ranging from “Strongly Disagree” =1, to “Strongly Agree” = 7. Higher scale scores indicate employees' drive to fulfill their mental well-being at work.

Anxiety and depression associated with mental health problems in the workplace were screened using a 2-item short version of the Patient Health Questionnaire for Depression (PHQ-2) and the Generalized Anxiety Disorder Scale (GAD-2) which refers to previous research conducted by Brick et al., (2022). Example items from each scale such as “Little interest or pleasure in doing things” (PHQ-2) and “Feeling nervous, anxious or restless (GAD-2). For each item, the employees indicated how often the employees experienced these feelings over the past two weeks by completing a questionnaire with a 7-point scale starting from: “Strongly Disagree”=1, to ‘Strongly Agree’=7 to see the state of employees' mental health at work.

Measurement of items in this study such as anxiety and depression uses single items. The use of single items in this study refers to a previous study conducted by Ringle et al., (2012), Where the use of single items can be considered for use if the sample size is limited ($N < 50$), whereas in this study the sample used was 33 employees working at the PT Jamkrindo Solo branch office. The use of single items can also be used if the research objectives only focus on gaining an understanding of the general nature of the construct of interest (Poon et al., 2002). In contrast, this study only focuses on mental health issues related to anxiety and depression that employees felt during the last two weeks in the environment where they work.

RESULTS AND DISCUSSION

Descriptive Analysis

Respondent data indicates that the majority of employees working at PT Jamkrindo Solo branch have an age range between 27 to 30 years (with a percentage of 36.4%) of the total number of employees, namely 33 employees.

Table 2.

Descriptive data of respondent's age

Age	Total	Percentage
21 – 26	9	27.3%
27 – 30	12	36.4%
33 – 36	7	21.2%
37 – 38	3	9.1%
40 – 47	2	6.1%

Source: data that has been processed by the author (2024)

Overall, the age data of respondents with the majority of employees who have a more mature age range can understand personal conditions and the work environment so that

employees have good work quality in terms of emotional, commitment to the company and ethics at work which in turn can create quality work productivity.

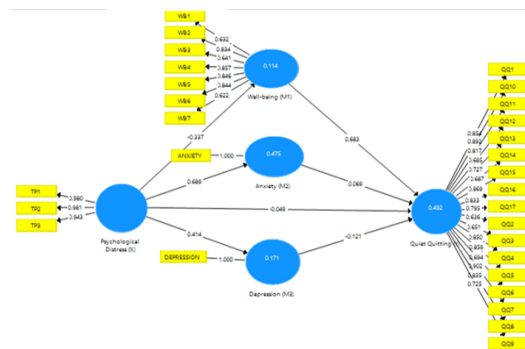
Measurement Model

Outer Model Measurement

To assess the validity and reliability of the scale, SEM-PLS provides several tests. For example, the loading factor value can be used to determine the validity of each different indicator. An individual reflection measure is said to be high if it correlates more than 0.7 with the construct to be measured (Ghozali, 2014). However, for research in the early stages of developing a measurement scale, a loading factor value of 0.5 to 0.6 is considered sufficient. All individual items had loading factor values greater than 0.6 and 0.7 (see Figure 1). Similarly, Cronbach's alpha and composite reliability were used to examine the internal consistency of the modified scale. The α and composite reliability values must be more than 0.7 (Ghozali, 2014). The research results in Table 3 show that all scales have α and composite reliability greater than 0.7. In addition, discriminant validity is verified using average variance extracted (AVE). The AVE value in Table 4 shows that the root AVE on all constructs has a correlation value greater than the correlation value between constructs and other constructs.

Figure 1.

Outer Model Measurement Model



Source: data that has been processed by the author (2024)

In addition, discriminant validity can be assessed by comparing the square root value of the average variance extracted (AVE) of each construct with the correlation between the construct and other constructs in the model (Ghozali, 2014). The findings show that all data meet the criteria and support the discriminant validity model. Table 4 presents the discriminant validity results.

Table 3.

Cronbach's Alpha and Composite reliability

	Cronbach's Alpha	Composite Reliability
Anxiety	1.000	1.000
Depression	1.000	1.000
Psychological Distress	0.966	0.978
Quiet Quitting	0.961	0.965
Well-being	0.874	0.904

Source: data that has been processed by the author (2024)

Table 4.
Discriminant Validity

	Anxiety	Depression	PD	QQ	WB
Anxiety	1.000				
Depression	0.670	1.000			
Psychological Distress	0.689	0.414	0.968		
Quiet Quitting	-0.177	-0.134	-0.282	0.788	
Well-being	-0.192	-0.058	-0.337	0.693	0.761

Source: data that has been processed by the author (2024)

Inner Model Measurement

Measurement of the inner model using Partial Least Squares (PLS) indicates that the R-square analysis of independent psychological distress variables can substantially explain each dependent variable, namely, well-being of 0.114 or 11.4%, anxiety of 0.475 or 47.5%, depression of 0.171 or 17.1%, and quiet quitting of 0.492 or 49.2%. The findings in the Q-square test show that the well-being variable has a Q2 value < 0 , namely $0.040 < 0$ or $Q2 \leq 0$ so it can be concluded that this model lacks good observation value so that the model used is less able to explain the information contained in the research data seen from $Q2 \leq 0.040$. However, in the anxiety, depression, and quiet quitting variables it can be seen that each dependent variable has good predictive relevance or $Q2 > 0$. Table 5 presents the results of R-square and Q-square.

Table 5.
R-square and Q-square

Independent Variable	Dependent Variable	R-square	Q-square
Psychological Distress	Well-being	0.114	0.040
	Anxiety	0.475	0.454
	Depression	0.171	0.135
	Quiet Quitting	0.492	0.270

Source: data that has been processed by the author (2024)

Hypothesis Testing

Findings on testing the direct effect hypothesis. First (see Table 6) the results of the direct relationship show that psychological distress has a negative and insignificant effect on quiet quitting as seen from the p-values of $0.830 > 0.05$. Thus, this also identifies that there is no significant relationship between psychological distress and quiet quitting. In addition, testing the psychological distress variable on well-being, anxiety, and depression has a positive and significant effect seen from the p-values of psychological distress on well-being of $0.017 < 0.05$, p-values of psychological distress on anxiety of $0.000 < 0.05$, p-values of psychological distress on depression of $0.010 < 0.05$ so it can be concluded that psychological distress has a positive and significant effect on well-being, anxiety, and depression. This thus

supports the three direct hypotheses H2, H3, and H4. However, H1 is rejected or not supported.

Furthermore, the findings of the direct effect of well-being on quiet quitting have p-values of $0.000 < 0.05$. This indicates that the proposed hypothesis 5 is rejected seeing from the results of the analysis, which show a positive and significant influence between well-being on quiet quitting. In Hypothesis 6 and Hypothesis 7, namely anxiety and depression on quiet quitting have a negative influence, as seen from the p-values of anxiety on quiet quitting of $0.833 > 0.05$ and depression on quiet quitting with p-values of $0.592 > 0.05$. This identifies that anxiety and depression do not have a significant influence on quiet quitting behavior, which means that the level of anxiety and depression in employees does not affect their intention to be quiet at work. Table 6 presents the results of testing the direct effect hypothesis.

Table 6.
The results of testing direct effects

Variable Relationship Pattern	Original Sample (O)	T Statistic (O/STDEV)	P Values	Conclusion
Psychological Distress → Quiet Quitting	-0.049	0.215	0.830	H1 denied
Psychological Distress → Well-being	-0.337	2.403	0.017	H2 received
Psychological Distress → Anxiety	0.689	6.147	0.000	H3 received
Psychological Distress → Depression	0.414	2.598	0.010	H4 received
Well-being → Quiet Quitting	0.683	4.861	0.000	H5 denied
Anxiety → Quiet Quitting	0.069	0.211	0.833	H6 denied
Depression → Quiet Quitting	-0.121	0.536	0.592	H7 denied

Source: data that has been processed by the author (2024)

Second, the mediation of well-being, anxiety, and depression was tested in the relationship between psychological distress and quiet quitting. The results showed that well-being significantly mediated the relationship between psychological distress and quiet quitting (p-values < 0.05 or $0.022 < 0.05$). In addition, based on the indirect effect between psychological distress and quiet quitting through anxiety mediation, the findings show that there is no significant relationship between psychological distress and quiet quitting through anxiety mediation (p-values > 0.05 or $0.848 > 0.05$). Finally, regarding the indirect effect between psychological distress and quiet quitting through the mediation of depression, the findings show that there is no significant effect between psychological distress and quiet quitting through the mediation of depression (p-values > 0.05 or $0.661 > 0.05$). Thus, this supports H8. However, H9 and H10 are rejected or not supported. Table 7 presents the results of testing the indirect effect.

Table 7.
Testing for Indirect Effects

Variable Relationship Pattern	Original Sample (O)	T Statistic (O/STDEV)	P Values	Conclusion
Psychological Distress → Well-being → Quiet Quitting	-0.230	2.304	0.022	H8 received
Psychological Distress → Anxiety → Quiet Quitting	0.048	0.192	0.848	H10 denied
Psychological Distress → Depression → Quiet Quitting	-0.50	0.439	0.661	H10 denied

Source: data that has been processed by the author (2024)

Discussion and Implication

Psychological distress on quiet quitting (H1)

The results of this study indicate that psychological distress has a negative and insignificant effect on quiet quitting, which means that when psychological distress is high, employees' intention to do quiet quitting is low. Employees who do not quiet quitting in stressful work situations and have high work demands remain professional at work and have high responsibility for their work (Scheyett, 2023). Employees who are responsible for their work have a dominant proactive personality (Fuller & Marler, 2009). Individuals with proactive personalities tend to be less vulnerable to high job pressures and demands at work due to their positive beliefs such as having optimism good self-efficacy and the ability to cope with unexpected situations, employees with proactive personalities also have coping resources that can reduce their stress at work (Bajaba et al., 2022).

Psychological distress on well-being (H2)

The results prove that psychological distress has a positive and significant effect on well-being, which means that the higher the psychological distress in employees, the higher the employee's drive to fulfill their well-being at work. Job stress associated with emotional and physical exhaustion at work can make employees maintain and protect their well-being by reducing performance (Anand et al., 2023). In addition, job discomfort associated with the breakdown of work-life balance within the organizational environment can influence employees to create clear work boundaries so that they can maintain and prioritize their well-being (Rowley, 2023). According to (Roy et al., 2019), psychological distress experienced by employees at work affects the emergence of self-protection factors, where this factor helps employees direct their resources to overcome stress due to various changes in the workplace, this is done so that employees can protect their health and positive work life. The inhibition of well-being as a result of workplace job stress has encouraged employees to overcome potential dangers by protecting themselves from situations that are detrimental to employees'

psychological well-being at work (Selem et al., 2023).

Psychological distress on anxiety (H3)

The test results in this study prove that psychological distress has a positive and significant effect on anxiety, which means that when psychological pressure on employees is high, the anxiety they feel in the organizational environment is also high. Work situations that employees mismanage can increase anxiety symptoms where which can be triggered by psychological distress experienced by employees during work. Psychological distress in the context of employees and work relationships can affect psychological discomfort that causes feelings of anxiety at work (Selem et al., 2023). In addition, mental health problems associated with various work pressures can also cause employees to experience increased anxiety (Obrenovic et al., 2021). According to Demerouti et al., (2001), work factors within the organization that cause work stress in turn have an impact on employee mental health which is associated with anxiety in the workplace. anxiety in employees can worsen their performance, reduce work motivation, and their inability to complete and optimize their performance due to feelings of anxiety experienced from a work environment full of emotional insecurity and physical fatigue (Melchers et al., 2015).

Psychological distress on depression (H4)

The results prove that psychological distress has a positive and significant effect on depression, which means that when psychological distress is high, the depression felt by employees working at the PT Jamkrindo Solo branch office is also high. Depressive symptoms are affective disorders identified with mental health problems that affect all aspects of life (Melchers et al., 2015). Distress in the workplace can lead to depression emotional exhaustion and low morale (Hunter et al., 2019). Depression experienced by employees in the workplace can be influenced by high job demands and pressures that cause employees to experience emotional exhaustion (Richmond et al., 2014).

Various job demands in the workplace have been shown to worsen employee mental health, this feeling of emotional distress causes employees to experience depression and excessive anxiety (Hunter et al., 2019). Employees' inability due to work pressure obtained from a toxic work environment has caused employees to experience psychological stress, the feeling of difficulty felt by employees from their work environment ultimately hurts their mental health and leads to an increase in the depression they experience from the environment where they work.

Well-being on quiet quitting (H5)

The test results in this study prove that well-being has a positive and significant effect on quiet quitting, which means that when the well-being felt by employees working at PT Jamkrindo Solo branch office is high, the quiet quitting adopted by employees is also high. Workplace well-being can be influenced by changes in work culture within an organization such as changes in work culture related to work procedures that do not provide benefits to employees, from the employee's point of view this can affect employee turnover (DiPietro et al., 2020). Turnover in this study is used to describe the quiet quitting variable given the limited previous research that explains the relationship between well-being and quiet quitting.

Furthermore, various changes in work procedures have had an impact on employees' desire to neglect work by working passively, which in turn has led to employees' intention to leave the organization where they work as a result of their inability to adapt to changes that

occur in the organization (Lundmark et al., 2021).

According to Serenko (2023) and (Arar et al., 2023), employees who continue to quiet quitting are those who think that limiting work activities according to job descriptions is a common practice in the workplace, such as employees in Europe who are accustomed to a more flexible work culture. So it can be interpreted that the adoption of quiet quitting by employees in the workplace can be influenced by cultural and economic differences in the environment or organization where they work, such as employees with the understanding that work is not an important or top priority in life adopting quiet quitting is a common thing to do so that they can meet work-life balance and positive mental health. Employees who describe the extent to which work values play an important role in their lives may influence them in quiet quitting to provide clear boundaries between personal and work life so that they can gain well-being and a positive quality of life in the organizational environment where they work.

Anxiety on quiet quitting (H6)

The test results in this study prove that anxiety has a negative and insignificant effect on quiet quitting, which means that when anxiety is high, the adoption of quiet quitting is low. Anxiety, which is related to stress and feeling worried about a toxic environment, can lead to high levels of stress and can reduce employee performance. However, if employees have good psychological resilience, it is proven that they can overcome work stress and reduce post-traumatic stress disorder from their environment. Psychological resilience is an ability that comes from self-esteem, psychological stability, or personality characteristics that help individuals overcome difficulties (Shin et al., 2019). In addition, resilience can be a protective factor for employees over the anxiety they get at work (Shin et al., 2019). Resilience in employees is also indirectly proven to reduce the level of turnover intention with employees who remain engaged in their work (X. Zhang et al., 2021). Turnover intention is used to replace the quiet quitting variable given the limitations of previous research that explains the relationship between anxiety to quiet quitting. For employees who are in stressful work situations, resilience can be used as a shield from stressors which in turn reduces employees' intention to leave their jobs (Smith et al., 2020). According to Connor & Davidson, (2003), resilience is a person's skills and capacity to survive and adapt in the face of stress that comes from the surrounding environment. It can be concluded that in a work environment with a high level of stress, employees can survive by not neglecting their work an employee with good resilience so that they can overcome the stress experienced at work by quickly adapting to the existing situation.

Depression on quiet quitting (H7)

The test results in this study prove that depression has a negative and insignificant effect on quiet quitting, which means that when depression is high, quiet quitting is low. Depression and anxiety in the organizational environment have been shown to interfere with the quality of life, work performance, and interpersonal relationships of employees in the workplace (Plaisier et al., 2010), in work situations like this employees who choose to stay in work uncertainty are those who can adapt to stressors (Shin et al., 2019).

According to COR theory, employees can cope with workplace stress if they have adequate social and personal resources that help them overcome situations that are detrimental to their resources (Hagger, 2015; Shin et al., 2019; Siu et al., 2015). Employees who choose to remain engaged in the workplace to the extent that problems or conflicts do

not impact the resources accounted for under adverse conditions (Bardoel et al., 2014). The ability to adapt to stress in the workplace can be linked to the personal resilience of a person who can bounce back or recover quickly from stressful events which in this work context can overcome the burden caused by stress so that if employees experience stress this does not affect them in limiting their work (Labrague & De los Santos, 2020).

The influence of psychological distress on quiet quitting mediated well-being (H8)

The test results prove that psychological distress indirectly has a positive and significant influence on quiet quitting through the mediating variable of well-being, which means that when psychological distress is high, it indirectly affects employees' quiet quitting behavior through the variable of well-being. Increased emotional and physical fatigue in the workplace is a condition where employees experience psychological stress as a result of high job demands, this psychological fatigue in turn has the potential to disrupt the psychological well-being of employees (Chong et al., 2023).

Mental health problems in employees can trigger their intention to quiet quit as a form of self-protection from job burnout and poor work-life balance (T. Zhang & Rodrigue, 2023). The existence of poor quality of life and work-life balance in the workplace has encouraged employees to protect and maintain their well-being (Marks, 2023). Various work restrictions have been put in place by employees as a form of self-protection in response to work environments that are detrimental to employees' mental and physical health (Rowley, 2023).

The influence of psychological distress on quiet quitting mediated anxiety (H9)

The test results in this study prove that psychological distress indirectly has a negative and insignificant effect on quiet quitting through the mediating variable anxiety, which means that when psychological distress is high, quiet quitting behavior will decrease, which is indirectly influenced by the anxiety variable. Psychological distress according to (Massé et al., 1998), is a condition of emotional discomfort that occurs in individuals and can cause anxiety when environmental demands appear to exceed the individual's adjustment ability. Anxiety with job stress has been shown to increase physical and mental fatigue in employees (Zhou et al., 2023), In a stressful work environment that can lead to feelings of employee anxiety, employees who choose to stay in this condition can be caused by the threat of job loss and promotion delays that affect employee expectations to stay engaged by trying to create a more proactive workplace as an encouragement for employees to stay and work to improve career sustainability in the future (Forman, 2010). According to (Serenko, 2023), it is difficult for employees to keep doing work they don't like, but at some point, if they do quiet quitting then employees will lose their jobs and give up their promotion opportunities. In addition, according to (Anand et al., 2023), employees who perform poorly by no longer voluntarily performing additional tasks or reducing their involvement can be targeted by organizations in indirect termination or so-called quiet firing where the organization creates a hostile work environment such as recording poor work evaluations without explanation so that it can make individuals leave the workplace.

The influence of psychological distress on quiet quitting mediated depression (H10)

The test results in this study prove that psychological distress indirectly has a negative and insignificant effect on quiet quitting through the mediating variable depression, which means that when employee psychological distress is high, quiet quitting behavior will decrease which is indirectly influenced by the depression variable. Stress in the workplace can have an impact on employee mental health resulting in mood changes associated with

depression (Gulzar et al., 2022). Stress with work if not managed properly can increase distress otherwise if stress is managed properly it can lead to eustress (Siegrist, 1998). According to (Hargrove et al., 2015), eustress is a positive psychological response to stressors shown by good task performance, high attendance rates, and individual ability to face challenges. In everyday life work-related stress has become normal in the work environment, individuals who have a habit of stress at a certain level no longer interfere with their normal routine (Herzog et al., 2018). In addition, career growth and employees' desire to continue learning and developing have been shown to increase positive energy that leads to eustress (Um-e-Rubbab et al., 2022), and reduce turnover intention (Quinones et al., 2016). Intention turnover is used to represent quiet quitting with the limitations of previous research that explains the relationship between psychological distress and quiet quitting through the mediation of depression given the limited research related to quiet quitting.

CONCLUSION

Based on the results of the research and discussion above, then, the findings in this study need to highlight several things to be considered by the management of the PT Jamkrindo Solo branch office as consideration for making policies as follows: (a) Organizations need to emphasize psychological distress variables, where a fast-paced work culture with tight deadlines creates stress in employees so that they feel tense when completing work, this challenge needs to be a concern for the management of PT Jamkrindo Solo branch to implement strategies to reduce work tension in employees such as counseling programs so that employees freely have space to communicate their psychological problems; (b) Organizations need to focus on employee welfare related to feelings of relaxation at work. Management can consider providing autonomy to employees where this is expected to improve employees' ability to manage stressful work environments; Furthermore, (c) companies need to emphasize on psychological distress variables related to the level of anxiety and depression in employees. The management of PT Jamkrindo Solo branch can consider the practice of resilience in employees which is expected so that they can adapt to the uncertainty of the work environment; In addition, (d) on the quiet quitting variable related to the values of the organization and the individuals in it. Management needs to bridge the gap between employee values and company values by providing space for employees to identify their values, forming a team to communicate company values, and increasing transparency so that employees can see the benefits of the values applied.

Based on the findings in this study, it should be seen that researchers experience several limitations so it is hoped that future research can further develop the scope of the study, considering that this research still cannot fully describe the psychological distress that can reduce quiet quitting behavior in the workplace. Given the availability of research related to quiet quitting on mental health problems in employees is very limited. In addition, further research can use other variables similar or close to quiet quitting such as intention to quit, job neglect, and job disengagement

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