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Perceived Organizational Support and Work-Life Balance on Quiet Quitting among Employees of PT Pos Indonesia Mamuju Branch

Desy Mayasari[1], Nur Wahyunianti Dahri[2], Rohsita Amalyah Rasyid[3], Junaeda[4] Sudirman[5]
[1,2,3] *Program Studi Manajemen Fakultas Ekonomi Dan Bisnis Universitas Muhammadiyah Mamuju*

Abstract

This study aims to determine and analyze the effect of perceived organizational support and work-life balance on quiet quitting among employees of PT Pos Indonesia Mamuju Branch, both partially and simultaneously. This study used a quantitative method with an associative approach. The population consisted of 48 employees, all of whom were included as the sample through saturated sampling. Data were collected through questionnaires, observation, interviews, and documentation. The quality of the research instrument was tested using validity and reliability tests, and the data were analyzed using classical assumption tests and multiple linear regression with the assistance of SPSS. The hypotheses were tested using the t-test, the F-test, and the coefficient of determination. The results show that (1) perceived organizational support has a negative and significant effect on quiet quitting among employees of PT Pos Indonesia Mamuju Branch; (2) work-life balance has a negative and significant effect on quiet quitting; and (3) perceived organizational support and work-life balance simultaneously have a significant effect on quiet quitting. Work-life balance is the most dominant variable, with a Beta value of −0.538. The Adjusted R Square value of 0.477 indicates that the two independent variables explain 47.7% of the variation in quiet quitting, while the remaining 52.3% is explained by other factors outside the research model

Keywords: Perceived Organizational Support, Work-Life Balance, Quiet Quitting

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✉ Corresponding author :
Email Address : mayasaridesy200@gmail.com

ITRODUCTION

The global labor market has undergone a fundamental transformation in the post-COVID-19 era, driven by accelerated digitalization, technological innovation, changing employment arrangements, and evolving expectations regarding employee well-being. These developments have encouraged organizations to reconsider traditional human resource management practices, particularly those associated with employee engagement, organizational commitment, and the relationship between professional responsibilities and personal life. According to the World Economic Forum (2025), structural transformations in the labor market are projected to affect approximately 22% of existing jobs by 2030, resulting in the creation of 170 million new positions and the displacement of 92 million others. These changes indicate that organizations must develop adaptive employment practices while maintaining workforce productivity and organizational sustainability. However, technological advancement and operational efficiency are insufficient to guarantee sustained employee engagement when employees perceive growing discrepancies between

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organizational expectations and their personal needs.

The changing relationship between employees and organizations has become particularly evident in global workforce engagement patterns. Gallup (2026) reported that only 20% of employees worldwide were engaged in their work in 2025, highlighting substantial challenges in maintaining motivation, psychological attachment, and organizational participation. Although employee disengagement should not automatically be equated with quiet quitting, these findings demonstrate the importance of understanding how employees respond to unfavorable working conditions and unmet expectations. Contemporary employees increasingly evaluate employment opportunities not only in terms of financial compensation and career advancement but also according to psychological well-being, organizational fairness, managerial support, and the compatibility between professional and personal responsibilities. Consequently, employee engagement has become a strategic organizational concern rather than merely an individual behavioral characteristic.

One phenomenon attracting increasing scholarly attention is *quiet quitting*, which generally refers to employees intentionally restricting their work-related contributions to formally assigned responsibilities while reducing additional discretionary effort. Unlike conventional turnover, quiet quitting does not necessarily involve an intention to terminate employment; instead, employees remain within the organization while adjusting their psychological and behavioral investment in work. Galanis et al. (2023) developed and validated the Quiet Quitting Scale, identifying three important dimensions: detachment, lack of initiative, and lack of motivation. Their findings contributed to the operationalization of a phenomenon previously discussed predominantly through popular media and workplace narratives. Similarly, Serenko (2024) conceptualized quiet quitting as a human capital management challenge involving employees' deliberate limitation of work activities to established job expectations, often accompanied by a greater emphasis on personal well-being. These perspectives suggest that quiet quitting should be understood as a multidimensional organizational behavior rather than simply an indication of employee laziness or unwillingness to work.

Nevertheless, the meaning and organizational consequences of quiet quitting remain contested. Harris (2025), through a qualitative longitudinal investigation, challenged the assumption that quiet quitting represents a homogeneous phenomenon with uniformly negative consequences. Employees may restrict additional work activities for different reasons, including dissatisfaction, self-protection, changing career priorities, or the desire to establish sustainable professional boundaries. From a recognition-based perspective, Corbin and Flenady (2024) interpreted quiet quitting as a potential response to insufficient workplace recognition, suggesting that employees may redirect their psychological investment toward personal and social relationships when meaningful acknowledgment is absent from their professional environment. Furthermore, Bennett et al. (2025) demonstrated that perceptions of coworkers' quiet quitting can influence interpersonal relationships, including reductions in supportive behavior and increases in workplace incivility. Collectively, these studies reveal that quiet quitting involves complex interactions between individual expectations, organizational relationships, workplace norms, and interpretations of employee contributions.

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The growing complexity of quiet quitting has encouraged researchers to evaluate its conceptual foundations and underlying determinants more systematically. Bernuzzi et al. (2025), through a scoping review of 22 studies, identified occupational health conditions, personal and organizational resources, employee attitudes, and psychological mechanisms as important components of the quiet quitting literature. Their review emphasized the relevance of burnout, job satisfaction, and well-being while highlighting the predominance of cross-sectional research designs. More recently, Maheshwari (2026) systematically reviewed 50 empirical studies published between 2023 and 2025 and identified individual, organizational, and societal antecedents of quiet quitting across different industries. The review further revealed theoretical fragmentation, particularly in the application of established organizational behavior frameworks. These findings indicate that although the body of literature has expanded considerably, a more integrated understanding of how organizational support and work–life balance interact conceptually in explaining quiet quitting remains necessary.

One potentially important antecedent of quiet quitting is *perceived organizational support* (POS), defined as employees' perceptions of the extent to which their organization values their contributions and demonstrates concern for their well-being. From the perspective of organizational support theory and social exchange relationships, employees who experience fair treatment, managerial assistance, appropriate recognition, and favorable working conditions are more likely to develop positive psychological attachments to their organizations. Conversely, insufficient organizational support may weaken trust, reduce reciprocity, and encourage employees to withdraw discretionary contributions. Recent empirical evidence supports the relevance of this relationship. Gün et al. (2025), in a study involving 383 nurses in Türkiye, found that organizational support was negatively associated with quiet quitting, while job burnout partially mediated this relationship. Likewise, Kusumawati et al. (2025), examining 170 internal auditors in Indonesian higher education institutions, reported that work–life conflict and technology-related anxiety were associated with increased quiet quitting, whereas perceived organizational support contributed to reducing such tendencies. These findings suggest that organizational support can function as an important psychological and managerial resource in preventing employee disengagement.

In addition to organizational support, *work–life balance* (WLB) has emerged as a significant consideration in understanding employees' decisions to regulate their involvement in professional activities. Work–life balance concerns the extent to which individuals can manage competing demands from employment and nonwork domains without experiencing persistent conflict or excessive depletion of personal resources. Employees facing prolonged working hours, unpredictable schedules, insufficient recovery opportunities, and overlapping family responsibilities may become increasingly motivated to restrict their work contributions. Prentice et al. (2025), investigating employees in the Portuguese hospitality industry, demonstrated that inter-role conflicts were associated with unfavorable well-being outcomes and increased burnout, contributing to quiet quitting through psychological mechanisms. In the Indonesian context, Fathulaela et al. (2025) examined 191 hospital employees and found that burnout and work–life balance were jointly associated with quiet

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quitting. These studies indicate that quiet quitting may emerge as a response to sustained discrepancies between occupational demands and the resources available for personal recovery.

However, empirical findings regarding the relationship between work–life balance and quiet quitting are not entirely consistent. Alif et al. (2026), using data from 125 private-sector employees in Indonesia, reported a significant negative association between work–life balance and quiet quitting ($\beta = -0.728$, $p < .001$), indicating that greater balance corresponded with lower levels of quiet quitting. In contrast, Ramadhi et al. (2024), studying 156 Generation Z employees in West Sumatra, found that work–life balance did not have a statistically significant direct effect on quiet quitting, although work stress mediated their relationship. Furthermore, Marwa and Kusuma (2025), examining Generation Z employees in Yogyakarta, reported a positive and statistically significant relationship between work–life balance and quiet quitting. Although differences in measurement, sample characteristics, and analytical specifications may contribute to these contrasting findings, their precise explanations remain unresolved. The observed inconsistencies highlight the importance of critically evaluating how work–life balance is conceptualized, operationalized, and interpreted across different organizational and demographic contexts.

The relationship between organizational support, work–life balance, and quiet quitting can be further examined through the *Job Demands–Resources* (JD–R) theoretical perspective. Bakker and Demerouti (2024) explained that job demands and job resources influence employee well-being, occupational strain, work engagement, and performance through interconnected motivational and health-impairment processes. Within this framework, perceived organizational support may function as a job resource that strengthens employees' capacity to manage occupational demands, while work–life balance may reflect the broader compatibility between work demands and personal-life resources. Excessive demands combined with insufficient support may increase strain and burnout, potentially encouraging psychological withdrawal or reduced discretionary effort. Conversely, supportive organizational conditions and opportunities for recovery may preserve employee motivation and engagement. This theoretical perspective provides a coherent foundation for examining the relationships among POS, WLB, and quiet quitting without presuming that all employees experiencing high job demands will respond identically.

Recent literature reviews have also emphasized the need for more clearly specified theoretical relationships and sector-sensitive explanations. Purnomo et al. (2025), through a systematic review examining quiet quitting, employee productivity, and organizational culture, identified organizational recognition, compensation, leadership, employee well-being, and work–life balance as recurring considerations in understanding employee withdrawal. Meanwhile, Nurmalasari et al. (2026) synthesized the relationships among role ambiguity, perceived organizational support, burnout, and quiet quitting through JD–R theory, particularly in relation to the public-sector research agenda. Although these reviews have advanced knowledge regarding organizational and psychological determinants, they also demonstrate the importance of refining research questions rather than repeatedly presenting broad classifications of quiet quitting antecedents. In particular, a focused synthesis of perceived organizational support and work–life balance may clarify whether these

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constructs operate as complementary resources, independent correlates, or context-dependent conditions associated with reduced employee engagement.

The relevance of these relationships extends beyond healthcare, hospitality, education, and conventional office-based employment to industries characterized by intensive operational demands, strict service standards, and direct customer interactions. The postal and logistics sector represents an important context because employees may be required to coordinate delivery schedules, maintain shipment accuracy, respond to customer expectations, and adapt to technology-enabled operational systems. In Indonesia, recent research by Nafiisah et al. (2026), involving 385 shipping-line agency employees in Makassar, identified varying levels of quiet quitting, with most respondents classified in the moderate category. Although this study did not establish causal relationships between organizational support, work–life balance, and quiet quitting, it provides contextual evidence that the phenomenon is relevant to transportation-related service activities. Consequently, postal and logistics organizations, including PT Pos Indonesia (Persero) and its branch operations in Mamuju, constitute meaningful organizational settings for interpreting the practical implications of the emerging literature. However, organization-specific conclusions require direct empirical evidence and cannot be inferred solely from findings obtained in other industries.

Beyond organizational behavior theory, the relationship between professional responsibilities, fairness, and personal well-being may also be considered within an Islamic ethical perspective. The Qur'an emphasizes accountability and responsible conduct in professional and social activities (Surah At-Tawbah, 9:105), justice and the fulfillment of entrusted responsibilities (Surah An-Nisa, 4:58), and the importance of maintaining balance in the pursuit of worldly and spiritual obligations (Surah Al-Qasas, 28:77). These principles provide a normative foundation for considering reciprocal responsibilities between organizations and employees. Organizational justice and support may be viewed as expressions of institutional responsibility, while the protection of personal well-being and the fulfillment of legitimate work obligations reflect complementary dimensions of ethical employment. Importantly, performing contractual duties without voluntarily accepting additional responsibilities should not automatically be interpreted as unethical conduct. Instead, the distinction between responsible boundary-setting and psychologically disengaged behavior requires careful conceptual examination. These religious principles therefore serve as ethical considerations rather than empirical evidence establishing causal relationships among the study variables.

Despite the considerable growth of quiet quitting research, several important research gaps remain. First, a **conceptual gap** persists because studies differ in their treatment of quiet quitting as psychological withdrawal, reduced discretionary effort, or deliberate boundary-setting. Second, an **empirical consistency gap** arises from conflicting findings regarding the direction and significance of the association between work–life balance and quiet quitting, particularly within Indonesian organizational settings. Third, a **theoretical integration gap** remains in explaining how perceived organizational support and work–life balance relate to quiet quitting within a coherent resource-based and social-exchange perspective. Fourth, a **contextual gap** concerns the uneven distribution of existing research across industries,

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with the available evidence providing less developed explanations of these relationships in postal distribution, delivery operations, and geographically dispersed logistics services. These gaps should not be interpreted as proof that the relationships have never been studied; rather, they indicate opportunities to strengthen conceptual clarity, critically reconcile contrasting evidence, and evaluate the transferability of existing findings across organizational contexts.

Accordingly, the **novelty of the present literature review** lies in developing a focused and critically integrated synthesis of perceived organizational support, work–life balance, and quiet quitting, rather than offering another general overview of employee disengagement. The proposed contribution consists of three interconnected elements: integrating organizational support and work–life balance within a JD–R-informed and social-exchange perspective; critically comparing consistent and contradictory empirical findings while distinguishing psychological disengagement from legitimate work-boundary management; and interpreting the implications of the resulting conceptual framework for labor-intensive postal and logistics service environments in Indonesia. This approach is intended to extend existing reviews by connecting organizational-level resources with employees' experiences of work–nonwork balance and by identifying conditions under which these relationships may differ across industries.

Based on these considerations, this study aims to **critically review and synthesize existing empirical and theoretical literature on the relationships between perceived organizational support, work–life balance, and quiet quitting**. Specifically, it seeks to identify the principal patterns of association reported in previous studies, examine theoretical explanations and inconsistencies in empirical findings, assess methodological and contextual limitations, and develop an integrative conceptual framework for future research. The review is also expected to generate practical insights into organizational support systems, managerial practices, workload management, and employee well-being that may be relevant to postal and logistics organizations, particularly PT Pos Indonesia (Persero) Branch Mamuju. Ultimately, this study contributes to human resource management scholarship by advancing a more balanced understanding of quiet quitting as a complex organizational phenomenon shaped by the interaction between organizational responsibilities, employee resources, and changing expectations regarding sustainable work participation.

LITERATURE REVIEW

Quiet quitting refers to employees' tendency to limit their work involvement to formal job responsibilities without demonstrating additional initiative or discretionary effort. Galanis et al. (2023) identified three dimensions of quiet quitting: detachment, lack of initiative, and lack of motivation. This study adopts the Job Demands–Resources (JD–R) theory, which explains that adequate organizational resources can reduce occupational strain and support employee engagement (Bakker & Demerouti, 2024). Accordingly, perceived organizational support (POS) and work–life balance (WLB) are considered important factors associated with quiet quitting.

Perceived Organizational Support and Quiet Quitting

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Perceived organizational support refers to employees' beliefs that their organization values their contributions and cares about their well-being. Employees who perceive greater organizational support are more likely to maintain positive attitudes and stronger work engagement. Gün et al. (2025) found that organizational support was negatively associated with quiet quitting, with job burnout partially mediating the relationship. These findings suggest that organizational support may reduce employees' tendency to withdraw psychologically from their work. Therefore, the following hypothesis is proposed:
H1: Perceived organizational support has a negative and significant effect on quiet quitting among employees of PT Pos Indonesia, Mamuju Branch.

Work–Life Balance and Quiet Quitting

Work–life balance refers to employees' ability to manage professional and personal responsibilities without excessive conflict. A healthy balance may reduce occupational stress and encourage sustained work engagement. Alif et al. (2026) found that work–life balance had a significant negative effect on quiet quitting among Indonesian private-sector employees. However, Ramadhi et al. (2024) reported that work–life balance did not significantly influence quiet quitting directly. These inconsistent findings indicate the need for further investigation across organizational contexts. Thus, the following hypothesis is developed:
H2: Work–life balance has a negative and significant effect on quiet quitting among employees of PT Pos Indonesia, Mamuju Branch.

Perceived Organizational Support, Work–Life Balance, and Quiet Quitting

Based on JD–R theory, organizational support and work–life balance may jointly contribute to reducing employee disengagement by providing resources and opportunities to manage work-related demands. Employees who receive adequate organizational support and maintain a healthy work–life balance are expected to demonstrate lower levels of quiet quitting. However, existing studies have primarily examined these relationships in healthcare, private-sector, and generational contexts, leaving their combined association within postal and logistics services less clearly understood. Therefore, this study examines these relationships among employees of PT Pos Indonesia, Mamuju Branch, and proposes the following hypothesis:
H3: Perceived organizational support and work–life balance simultaneously have a statistically significant effect on quiet quitting among employees of PT Pos Indonesia, Mamuju Branch.

This study contributes to the literature by examining the individual and combined effects of organizational support and work–life balance on quiet quitting within the Indonesian postal and logistics sector, providing context-specific insights for employee engagement and human resource management

METHODOLOGY

This study adopts a quantitative approach with an explanatory, cross-sectional survey design to examine the relationships between perceived organizational support (POS), work–life balance (WLB), and quiet quitting among employees of PT Pos Indonesia, Mamuju Branch, located in West Sulawesi, Indonesia. The study population comprises 48 employees, consisting of 28 permanent and 20 nonpermanent employees. A saturated sampling technique (total sampling) is

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applied, in which all 48 employees are included in the target sample. This approach is considered appropriate given the relatively small population and the objective of examining the relationships among the study variables within a specific organizational context.

Primary data are collected using a structured questionnaire, supported by workplace observations, interviews with relevant management personnel, and organizational documentation. The questionnaire measures three variables: perceived organizational support (X1), work–life balance (X2), and quiet quitting (Y). The measurement instruments are adapted from established research, including Eisenberger et al. (2020), Fisher et al. (2009), and Galanis et al. (2023). The proposed instruments comprise 10 perceived organizational support items, 17 work–life balance items, and nine quiet quitting items. Responses are recorded using five-point scales, with agreement or frequency response options depending on the original item wording. Negatively oriented items are reverse-coded where necessary to ensure consistent score interpretation. Higher scores indicate greater organizational support, better work–life balance, or stronger quiet quitting tendencies, respectively. The measurement indicators are presented in Table 1.

Table 1. Variables and Measurement

Variable	Code	Indicator	Major Reference
Perceived Organizational Support (X1)	POS.1	Recognition of employee contributions	Eisenberger et al. (2020)
	POS.2	Concern for employee well-being	
	POS.3	Attention to employee concerns and difficulties	
	POS.4	Concern for employee job satisfaction	
Work–Life Balance (X2)	WLB.1	Work interference with personal life (WIPL)	Fisher et al. (2009)
	WLB.2	Personal life interference with work (PLIW)	

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	WLB.3	Work enhancement of personal life (WEPL)	
	WLB.4	Personal life enhancement of work (PLEW)	
Quiet Quitting (Y)	QQ.1	Detachment	Galanis et al. (2023)
	QQ.2	Lack of initiative	
	QQ.3	Lack of motivation	

Source: Developed by the authors based on the cited measurement frameworks.

The collected data are analyzed using descriptive statistics and multiple linear regression. Prior to hypothesis testing, the questionnaire items are evaluated for validity and internal consistency, with Cronbach's alpha values of 0.70 or higher considered acceptable. Regression diagnostics include assessments of residual normality, multicollinearity, heteroscedasticity, and linearity. Partial t-tests are employed to examine the individual relationships of perceived organizational support and work–life balance with quiet quitting, while an F-test evaluates their joint statistical significance. Hypotheses are assessed at a 5% significance level ($p < .05$), with coefficient directions considered when evaluating the directional hypotheses. The coefficient of determination (R^2) and adjusted R^2 are reported to assess the model's explanatory power. All statistical results are interpreted as associations within the cross-sectional design rather than definitive causal effects.

RESULTS AND DISCUSSION

Results

Respondent Characteristics

This study involved 48 employees of PT Pos Indonesia, Mamuju Branch. The respondents consisted of 52.1% female and 47.9% male employees. Most respondents were aged 20–30 years (60.4%), while 43.8% had completed senior high school or vocational education and another 43.8% held bachelor's degrees. The largest proportion of respondents worked in the Operations and Courier Division (39.6%), followed by Customer Service (18.8%).

Descriptive Analysis

The descriptive analysis showed that perceived organizational support (POS) had a mean score of 3.11, work–life balance (WLB) recorded 3.33, and quiet quitting obtained 2.64. All three variables fell within the neutral category. These findings

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indicate moderate perceptions of organizational support and work–life balance, alongside a moderate level of reported quiet quitting tendencies.

Instrument Validity and Reliability

The validity test confirmed that all 44 questionnaire items were valid, with correlation coefficients exceeding the critical value of 0.285. The reliability test also demonstrated high internal consistency, with Cronbach's alpha values of 0.975 for POS, 0.977 for WLB, and 0.972 for quiet quitting. Furthermore, the regression diagnostics indicated that the residual normality, multicollinearity, and heteroscedasticity criteria were satisfied.

Multiple Regression and Hypothesis Testing

Multiple linear regression analysis was conducted to examine the relationships between perceived organizational support, work–life balance, and quiet quitting. The results are presented in Table 1.

Table 1. Multiple Regression and Hypothesis Testing Results

Variable	B	Beta	t-value	p-value
Perceived Organizational Support (X1)	−0.309	−0.390	−3.664	.001
Work–Life Balance (X2)	−0.422	−0.538	−5.046	< .001

Note. $F(2, 45) = 22.436$; $p < .001$; $R^2 = 0.499$; Adjusted $R^2 = 0.477$.
Source: Primary data processed using SPSS (2026).

The results demonstrated that perceived organizational support was negatively and significantly associated with quiet quitting ($\beta = -0.390$, $p = .001$), supporting H1. Similarly, work–life balance showed a significant negative relationship with quiet quitting ($\beta = -0.538$, $p < .001$), supporting H2. Work–life balance exhibited a stronger standardized association with quiet quitting than perceived organizational support.

The simultaneous test confirmed that both independent variables jointly explained a statistically significant proportion of variation in quiet quitting ($F = 22.436$, $p < .001$), supporting H3. The model explained 49.9% of the variation in quiet quitting ($R^2 = 0.499$), with an adjusted explanatory power of 47.7%. These findings indicate that higher perceived organizational support and better work–life balance are associated with lower quiet quitting tendencies among employees of PT Pos Indonesia, Mamuju Branch.

Discussion

Perceived Organizational Support and Quiet Quitting

The findings indicate that perceived organizational support (POS) is negatively associated with quiet quitting ($\beta = -0.390$, $p = .001$), supporting H1. This relationship suggests that employees who feel valued, recognized, and supported by their organization tend to demonstrate lower psychological withdrawal from work.

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Consistent with organizational support theory, positive organizational treatment may encourage employees to reciprocate through stronger commitment and work engagement (Eisenberger et al., 2020). However, the relatively moderate POS score (M = 3.11) indicates that employees do not consistently perceive adequate recognition and responsiveness to workplace concerns.

These findings are consistent with Gün et al. (2025), who identified a negative relationship between organizational support and quiet quitting, with burnout acting as a mediating mechanism. From the Job Demands–Resources (JD–R) perspective, organizational support may serve as a resource that helps employees manage occupational demands (Bakker & Demerouti, 2024). Thus, improving employee recognition, managerial responsiveness, and workplace support may help reduce quiet quitting tendencies at PT Pos Indonesia, Mamuju Branch.

Work–Life Balance and Quiet Quitting

Work–life balance (WLB) demonstrated a negative relationship with quiet quitting ($\beta = -0.538$, $p < .001$), supporting H2. Its larger standardized coefficient indicates a stronger association with quiet quitting than POS in the estimated model. Employees who maintain a healthier balance between professional and personal responsibilities may experience less psychological strain and greater opportunities for recovery, reducing their tendency to disengage from work. This explanation is consistent with JD–R theory, which emphasizes the importance of adequate resources in managing occupational demands (Bakker & Demerouti, 2024).

The findings support Alif et al. (2026), who reported a negative relationship between WLB and quiet quitting. However, they differ from Ramadhi et al. (2024), who identified an indirect relationship through work stress rather than a significant direct effect. These differences suggest that the relationship may vary across organizational settings and psychological conditions. Although the average WLB score (M = 3.33) indicates moderate balance, improving workload distribution, working schedules, and recovery opportunities may be particularly relevant for employees in operational and courier services.

Perceived Organizational Support, Work–Life Balance, and Quiet Quitting

The simultaneous regression results demonstrate that POS and WLB jointly have a statistically significant relationship with quiet quitting ($F = 22.436$, $p < .001$), supporting H3. The adjusted R^2 of 0.477 indicates that the model accounts for approximately 47.7% of the variation in quiet quitting after adjustment for the number of predictors. These findings suggest that organizational support and work–life balance provide complementary explanations of employee disengagement.

From a theoretical perspective, POS represents an organizational resource associated with recognition and psychological support, whereas WLB reflects employees' ability to manage competing work and personal demands. Their combined relevance supports the JD–R framework, which emphasizes the

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relationship between occupational resources, employee well-being, and work engagement. The moderate quiet quitting score (M = 2.64) further indicates that disengagement tendencies are present but not predominant among respondents. Practically, the findings highlight the importance of strengthening organizational recognition, improving employee communication, and maintaining reasonable workloads to support sustainable employee engagement.

Research Limitations

This study has several limitations. First, the sample was limited to 48 employees from a single branch of PT Pos Indonesia, restricting the generalizability of the findings. Second, the cross-sectional design prevents causal conclusions, while self-reported responses may introduce response bias. Third, the model included only POS and WLB, leaving other potential determinants, such as workload, burnout, leadership, and job satisfaction, unexplored. Future studies should consider larger samples, longitudinal designs, and additional psychological and organizational variables to provide a more comprehensive understanding of quiet quitting.

CONCLUSION

This study examined the relationships between perceived organizational support (POS), work–life balance (WLB), and quiet quitting among employees of PT Pos Indonesia, Mamuju Branch. Using a quantitative approach with 48 respondents and multiple linear regression analysis, the findings revealed that both POS and WLB were negatively and significantly associated with quiet quitting. Work–life balance demonstrated a stronger standardized relationship ($\beta = -0.538$) than perceived organizational support ($\beta = -0.390$). Furthermore, both variables jointly explained 47.7% of the variation in quiet quitting, based on the adjusted R^2 value. These findings support all three proposed hypotheses and highlight the importance of organizational support and work–life balance in understanding employee disengagement.

Theoretically, this study contributes to human resource management literature by providing empirical evidence consistent with the Job Demands–Resources framework, particularly within Indonesia's postal and logistics sector. Its originality lies in examining organizational support and work–life balance simultaneously within a specific operational service environment. Practically, the findings suggest that PT Pos Indonesia should strengthen employee recognition, improve communication between management and employees, and ensure fair workload distribution and reasonable working schedules. Particular attention should be given to operational and courier employees to promote work–life balance and maintain employee engagement. These findings may also inform organizational policies concerning employee well-being, supportive leadership, and sustainable workforce management.

This study has several limitations, particularly its relatively small sample of 48 employees from a single organizational branch, reliance on self-reported questionnaire data, and cross-sectional research design, which limits causal interpretation and generalizability. Additionally, other potential determinants of quiet quitting were not examined. Future research should involve larger samples across multiple postal and logistics organizations, incorporate variables such as

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workload, burnout, job satisfaction, and leadership, and consider longitudinal or mixed-method approaches. These improvements could provide a more comprehensive understanding of quiet quitting and support the development of more effective employee engagement strategies.

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