

The Effect of Workload, Distributive Injustice and Job Burnout on Employee Performance with Quiet Quitting as an Intervening Variable in Employees at Public Works and Highways Department of East Java Province

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Abstract

Human Resource Management has many functions like organizing on how to determine the workload of every employee, controlling their employee's workload, providing fair and appropriate compensation also integrating the employee's needs and the organization's expectation of them. Every workplace which has employees detached, losing motivation and initiative while working because of the workload, tiredness or the feeling of injustice, would most likely disturb their employee performance. This study aimed to test and analyze the effect of workload, distributive injustice and job burnout also analyzed and test the role of quiet quitting on every path of the relationship between these variables on employee performance. This Study used quantitative approach, and questionnaire was distributed via online form to 100 employees of Public Works and Highways Department of East Java Province. Hypothesis testing was carried out by using SEM-PLS algorithm through the Smart-PLS 4 Application. The results of this study indicate that workload, job burnout, and quiet quitting significantly affect employee performance, while distributive injustice does not. Additionally, job burnout significantly influences quiet quitting, whereas workload and distributive injustice do not. As an intervening variable, quiet quitting mediates the relationship between distributive injustice and employee performance, as well as job burnout and employee performance, but not workload and employee performance.

Keywords: Workload, Distributive injustice, Job Burnout, Quiet Quitting, Employee Performance.

1. Introduction

Covid-19 has created more problems for the Human Resources Management (HRM) than ever before. It was clear then that employees would stumble upon doing simple tasks without the resources they had at work, because they had to work at home (Romadhon, 2022). Every company who decided to ignore these problems would surely lose its best employee. *The Great Resignation* was the proof of this phenomenon as 90 million employees resigned to find a new job that made sure their needs were met (Campton et al., 2023).

One of the supports that company can give to its employees is the improvement of its current system to accelerate task completion using technology. Technological developments would surely grind every ineffective procedure at work. As this ineffective process continues,



employees would get bored or even become cynical towards organization before finally decided to resign or even worse quiet quitting (Karalınc, 2024).

The term 'quiet quitting' recently popped up because of the viral videos created by some employees who felt their job were poorly managed, but they were not really committed to quit, so they work just enough to get paid without initiative or motivation to contribute more. This term has been around for a long time but with different name like disengagement or mismatch expectations. The most obvious symptoms were frequently having a break between working, while it could mean that they frequently resting to conjure more stamina or they simply giving boundaries so that they don't get assigned to a new task by their manager knowing their current task is undone (Zhang, 2024). This result is in accordance with the results of Karalınc (2024), that quiet quitting has a significant negative effect on job performance.

Generation Z and Millennial really adopting this term because lots of companies doesn't have a real career path. As this phenomenon continues only 20-21% employees had a high engagement towards their jobs during a pandemic and it costs 7.8 trillion dollars in America because there was a distributive injustice on the resources allocation that hinder the support of work completion (Nugroho et al., 2024). This result is in accordance with the results of Agina et al. (2023) that is distributive injustice has a significant positive effect on disengagement. The perception of justice starts from a clear communication between management and their employees. Employees who feel that their workplace is fair and just, will surely contribute more and even actually proud of their workplace (Rivai et al., 2019). This result is in accordance with the results of Bhowmik et al. (2023) organizational justice has a significant positive effect on employee performance.

The healthy workplace is a must (Portoghese et al., 2014), management should provide the healthier and safer workplace because in the year 2000 there are 2 million people die because of work. The workload control of every employee should be calculated fairly, as any inconvenient in the workplace that got ignored for too long could lead to job burnout. This result is in accordance with the results of Akca & Küçükoğlu (2019), which stated that job burnout has a significant negative effect on employee performance as they tend to lessen their creativity, start doing drugs and alcohol, starting to get depressed and having a desire to commit suicide. The part where they tend to lessen their creativity is some kind of quiet quitting and is in accordance with the results of Zhang (2024) job burnout has a significant negative effect on quiet quitting. Some jobs that often causes job burnout are health workers and teachers.

The job that got hit by job burnout too but frequently left out was government sector. In Indonesia, *Pegawai Negeri Sipil* (PNS) or Civil Servant are the government employees that work fulltime to the states and regional governments. Since 2011 there is a law that tightens PNS recruitment quotas, as the time progresses there were only 4.168.118 PNS in the year 2020, 1.62% less than 2019. Even then since 2014 for 5 years there are no recruitment done, that lead to imbalance of workload in the government sector (Suryanto, 2021).

There is no quick fix for that problem. It is not just the imbalance of workload, there is a more fatal problem with that phenomenon happening that is regeneration gap (Maimunah & Puspitarini, 2020). This gap is hindering the process of leadership change in the workplace but also the transferring of knowledge. For the time being governments sector would recruit *Pegawai Tidak Tetap dengan Perjanjian Kerja* (PTT-PK) or Non-Permanent Employees with a Work Agreement to try balancing their workload and transferring knowledge but with no career path there is no way to maximize the potential of the long-term working PTT-PK as the new leader in the future. Public Works and Highways Department of East Java Province is a regional government agency responsible for planning, fostering construction services,

building, maintaining and testing road and bridge construction materials in the east java region. Public Works and Highways Department of East Java Province also have PTT-PK working under their Echelon IV to help with their imbalance of workload because of retirement, and the moratorium on PNS recruitment. Management must control their employee's workload. The right word for that is one of the HRM functions which is organizing, this statement in accordance with results by Akca & Küçükoğlu (2019); Rizka et al. (2020); Saputra et al. (2023); Ulumudin et al. (2022); Wahyunanti et al. (2023), that is workload has a significant negative effect on employee performance.

For novelty in this study, Zhang (2024) has stated that there were caution and doubt from his respondents that the respondents would be in trouble if they speak their minds honestly, so he recommended the future researchers would study job burnout and quiet quitting in other parts of the world. The population used for this study would be on The Employee of Public Works and Highways Department of East Java Province which is in Indonesia. Study by (Campton et al., 2023) has also stated that the injustice in compensation which is one of the parts of distributive injustice would be studied with workload so that we would know how much of an impact covid-19 has on HRM and how's everything going post-covid. This study seeks to help the Human Resources in general to create the sense of justice, identify the attitudes that are not productive, also understanding more about workload, distributive injustice, job burnout and quiet quitting when measuring employee performance.

2. Literature Review

There is a Grand Theory that is used to understand more of this matter. The theory is Human Resource Management (HRM). HRM as mentioned in the book of Riniwati et al. (2016) is a science that study the behavior of human that systematically going in the same direction and develop a model of cooperation for the sustainability and the goodness of the organization. In other words, HRM is the process of acquiring, training, assessing and compensating employees, paying attention to their work relationships, employee health, safety and fairness.

2.1. Human Resources Management (HRM)

HRM as mentioned in the book of Riniwati et. al. (2016) is a process of acquiring, training, assessing, compensating employees, paying attention to their work relationships, employee health, safety and fairness. Management needs to figure out how to do everything from the above to make sure that the organization is running like a clockwork. This achievement can be seen from the company's success in maintaining the perception that employees are not just a factor of production but are a long-term investment for that company sustainability.

HRM as mentioned in the book of Yuliani (2023) has 11 functions. the first one is Planning. Planning is the activity of estimating the need for employees in a workplace, this activity is also carried out based on the volume and time consumed for each task. The second one is organizing, Organizing is the activity managing workload, work relationships, delegation of authority as well as duties and responsibilities for the organizational structure. The third one is directing, directing is the activity to give out instructions, Standard Operating Procedures (SOP) to employees so that their duties and responsibilities can be carried out in accordance with the workplace's services quality standards. The fourth one is controlling, controlling is the activity of controlling the quality of work to comply with SOPs to minimize errors and the quality of employees to comply with regulations so that management can speed up the correction process whenever errors are made or found.

The fifth one is procurement, procurement is the activity that carry out vacancy announcements, selection, assessment, placement and orientation so that the organization will get the new employees that has the right qualifications but also ways of working that suit the organization to facilitate their process of adapting to work. The sixth one is development, development is the activity of improving employee abilities and skills through education and training. Development is carried out to improve many things, such as employee's morale and technical skills. The seventh one is compensation, compensation is the activity of providing direct and indirect services that are appropriate (meet their needs) and fair (according to work performance) in the form of goods or money as compensation for work done. The eighth one is integration, integration is the activity that unite two different interests to strengthen cooperation in the workplace. These interests are the interests of the organization and the needs of the employees, so that both parties can understand each other's expectations of them.

The ninth one is maintenance, maintenance is the activity that controlling the level of employee's compliance with the rules that governing employee attendance, control in the form of ensuring that there are rights and obligations that must be fulfilled as well as penalties for violating them. The tenth one is discipline. The last one is employee dismissal, dismissal is the activity of acting against employee who have harmed the organization, the final process of improving behavior needs to be carried out before finally dismissing employees, the basics such as discipline, compliance with rules and performance evaluation can be carefully considered before dismissing employees.

2.2. Workload

Workload as mentioned in the book of Wardani & Amalia (2021) is a set of tasks given to an employee. Employee with an uncontrollable workload is an employee with tasks that is exceeding their capacity or capability. Too many complex tasks in a short period of time, with too tight deadlines are a form of workload which in the long term can trigger stress fatigue or burnout, injury and illness.

Giving work with targets that are too high will make the employees feel the work they have done is in vain and that it will not be possible to complete those work on time with good quality. The research done by Larasati et al. (2021) used 4 indicators to identify workload there are the target that must be done by the employee, sufficient support work condition, the use of working time, and work standard as quantity for any task should be done in specific time.

2.3. Distributive Injustice

Distributive injustice as mentioned in the book of Cropanzano & Ambrose (2015) is an appropriate response to the injustice that felt by employees and were happening because of mismanagement. Those injustice could be because of for the same amount of reward, some employees get assigned for more work as the term would be unwanted or unjust work distribution, injustice could also happen because of unfair addition of responsibilities that stimulate anxiety and resistance of work or towards management.

These employees with high perception of injustice usually fantasize harming the source of injustice or sabotaging their work. Before that could happen, management should give these employees transparency towards their career and accomplishable achievements, always give a fair reward for every work they have done and making sure that everyone treated equally in the workplace. When those are done, management could measure the level of perceived unfairness of employees periodically. The research done by Khattak et al. (2021) used 2 indicators to identify distributive injustice first of all there are comparison of process they contribute to and the results they received, secondly comparison of responsibilities, because

many employees were asked to do more than its workmate, or asked to spend more time in the workplace than its workmate.

2.4. Job Burnout

Job Burnout as stated by Maslach in the book of Fatchurahman et. al. (2022) is a psychological syndrome that occur as a response of a prolonged chronic interpersonal stress in the workplace. Job burnout is also described by Cherniss in the book of Fatchurahman et. al. (2022) as feeling of emotional and physical tiredness associated with an intense sense of frustration and failure. Job burnout didn't happen overnight, it's an accumulation of uncontrollable and intense work that demands to perform with their best quality in the tightest periods of time in which finally dull their effectiveness, losing their appetite to socialize in the workplace also losing interest and commitment to their work. Job burnout is a problem for every management because they could get the organization running like a clockwork, but it cost them their best employees. Job burnout in the book by Andrew (2024) depicted as taking a part in a running race but the finish line keeps changing. The research done by Harjanti (2019) used 4 indicators there are physical fatigue, emotional fatigue, cynicism and deduction of personal achievement.

2.5. Quiet Quitting

Quiet quitting as stated in the book of Griffiths & Medlicott (2024) is a response or a harmless protest that is so harmless management could barely notice it, it is an attitude of an employee that do as little work as possible to get paid and to not get fired. Basically, they do their job that they get assigned to and dodge any chance to do more but discreetly. Quiet quitting as stated in the book of (Goodman, 2022) is an employee who loses their concern for work-related problems. Management should take care of their employees, through make sure that their employees feel appreciated, acknowledged and trusted them to do their work in their own way but also controlling its quality of work. The study by Galanis et al. (2024) notice that quiet quitting is an attitude of withdrawing from their job without officially resigning. The research done by Thu Trang & Thi Thu Trang (2024) used 3 indicators to identify quiet quitting there are detachment, lack of initiative and lack of motivation.

2.6. Employee Performance

Employee Performance as mentioned in the book of Bruce (2005) is a system that measure, record and document the performance of employees regularly so that management could easily organize and control the acceleration of achieving organizational goals. Khaeruman et. al. (2021) in their book also stated that employee performance is the results of work achieved by a person carrying out the tasks assigned to them which are carried out with skills.

The benefits of regularly measure the employee performance is a lot for the individual being assessed are increasing employee's motivation, providing clarity on standard results, and knowledge of employee strengths and weaknesses. Meanwhile, the benefits for the appraisers or management are measurable management improvements and increasing job satisfaction. The research done by Harjanti (2019) used 4 indicators to identify employee performance there are work quality, work quantity, working time as in level of compliance with deadlines and workmate collaboration.

3. Methods

The research approach used is quantitative research. This research will focus on numerical data. The type of research is causal explanatory research which explains the relationship between independent and dependent variables as well as intervening variables (Wahyunanti et al., 2023). Population are the 133 administrative employees in the Public Works and Highways Department of East Java Province. This government agency has 12 locations spread throughout the East Java region. The Slovin Formula is used to determine the minimum sample size of (n), if the population size (N) is known, namely 133 administrative employees at the α significance level of 5%, the sample would be 100 employees. The sampling technique based on a book written by (Sinaga, 2014) explains several ways to ensure representativeness, but in this research it focuses on one appropriate sampling technique, namely cluster sampling.

The data source is primary. Research instruments for this research are survey in the form of questionnaire. The data acquired from the respondents is a response to the questionnaire using a likert scale of (1-5) that would be recorded and summarized as needed for next step which is data analysis (Hair et al., 2017). This research is a multivariate analysis using the Partial Least Squares Structural Equation Modelling (PLS-SEM) method, which is a second-generation technique and is primarily exploratory in nature. There are several stages including descriptive analysis, evaluation of the measurement inner and outer model.

3.1. Descriptive analysis

Descriptive analysis consists of data and visualizations of information that describing the respondents (Akca & Küçükoğlu, 2019). This research would visualize the frequency in numbers and percentage the number of respondents based on their gender which the male as a majority on 69%, age range with most of the respondents are 30-40 years old on 47%, most of the respondents last education are bachelor's degree on 71% and most of the years of service are less than 5 years on 48%. Description of this research variables consists of respondent's response for every statement they answered as a data based on the likert scale, the mean score for workload is 4.09 (light), the mean score for distributive injustice is 3.67 (fair), the mean score for job burnout is 3.41 (high), the mean score for quiet quitting is 2.16 (low), and the mean score for employee performance is 4.00 (high).

3.2. Validity and Reliability Tests

Multivariate research needs to reduce errors in measurements as much as possible (Maimunah & Puspitarini, 2020). Validity test in this research would be using product moment correlation >0.3 and Reliability tests in this research would be using Cronbach's alpha >0.7 or at least >0.5 is still acceptable (Wati, 2017). After 30 respondents are acquired validity and reliability test were conducted, to make sure that the instrument used were valid and reliable.

3.3. Outer Model Analysis

The analysis would be done by using SEM-PLS algorithm on Smart-PLS 4.0 The parameters for outer model analysis based on the book of Duryadi (2021) are when measuring convergent validity the loading factors must be higher than 0.6, when measuring discriminant validity, cross loading must be higher than 0.7 and composite reliability must be 0.60 to 0.70.

3.4. Inner Model Analysis

The analysis would be done by using bootstrapping on Smart-PLS 4.0. The analysis of inner model based on the book of (Duryadi, 2021) evaluate the coefficient determinant or R

Square (R^2), with the rules if $R^2 > 0.19$ exogenous influence on endogenous would be weak, if $R^2 > 0.33$ would be moderate and if more than 0.67 would be strong. The next one to be noticed would be Original Sample (O) if the value was positive the relationship path between variables are one way and if it was negative the path would be in reverse, The statistical value and P-Value determine the significance of the influence between variables with the T - statistical value >1.65 for significance (10%), the T - statistical value >1.96 for significance (5%) and the P-Value <0.05 .

4. Results and Discussion

4.1. Research Results

4.1.1. Validity and Reliability Tests

Validity test is conducted, and all statements were already more than 0.3, only 3 statements on job burnout like x3_32, x3_41, x3_42 were less than 0.3 so it would need to be analyzed deeper by using the reliability test by Smart PLS 4

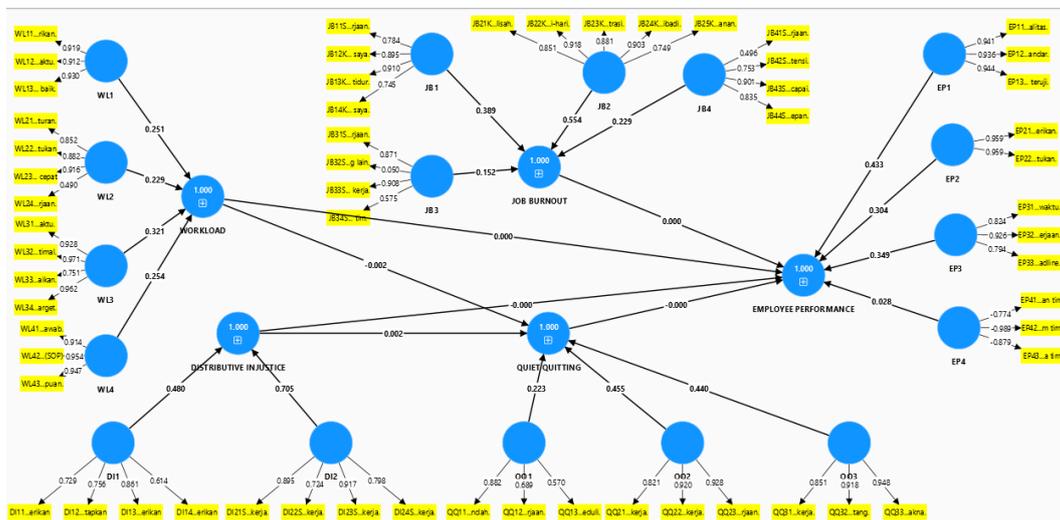


Figure 1. Reliability Test (n=30)

First stage of 2nd order consists of making structural equation model (figure 1), this model is used for reliability test but only using 30 responses as its data to make sure that the variables on this research were reliable. This model at this stage were using a 30 response as its data. This model consists of statements that build its variable and those variables also built by indicators that consists of statements and the results shown in Table 1.

Table 1. Reliability Test (n=30)

Variable	Cronbach's alpha	Critical value	Results
Workload	0.964	0.7	Reliable
Distributive injustice	0.812	0.7	Reliable
Job burnout	0.847	0.7	Reliable
Quiet quitting	0.890	0.7	Reliable
Employee Performance	0.861	0.7	Reliable

Table 1 shows that all variables have a Cronbach's alpha value more than the critical value, so instrument for all variables were reliable on this stage.

4.1.2. Outer Model Analysis

This model at this stage were using a 100 response as its data. This model consists of statements that build its variable and those variables also built by indicators that consists of statements.

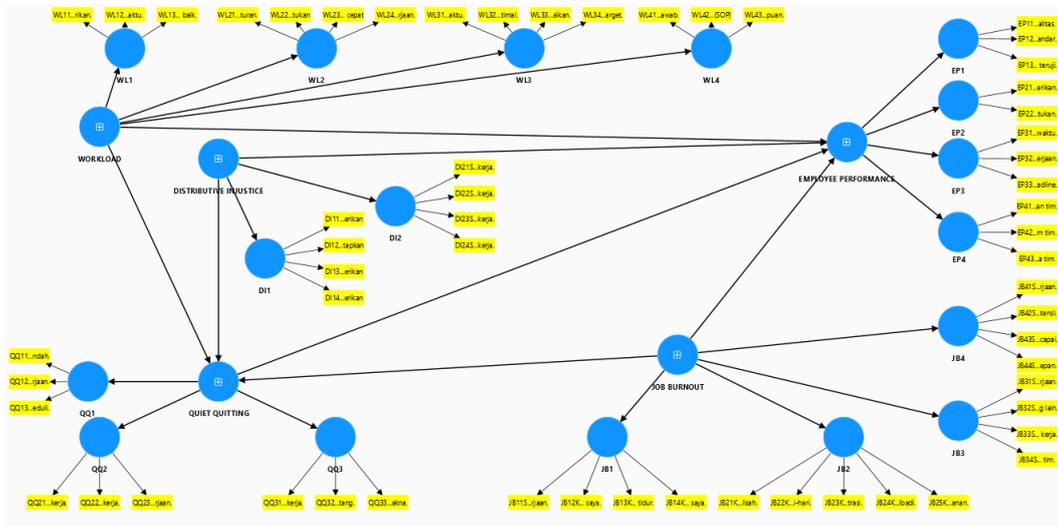


Figure 2. Structural Equation Model

Using this model (figure 2), this research did another testing namely convergence validity, convergence validity is a measurement model that compute the value of loading factor that only acceptable if higher than 0.7 and if below 0.7 must be deleted. If the statements were connected to dimension or indicators while also has loading factor below 0.7 both statements on variables and indicators must be deleted, if it's on the other way around, only the statements on variables must be deleted. For this research there were 19 statements to variables and 18 statements to indicators that were deleted because the loading factor were less than 0.7 (figure 3).

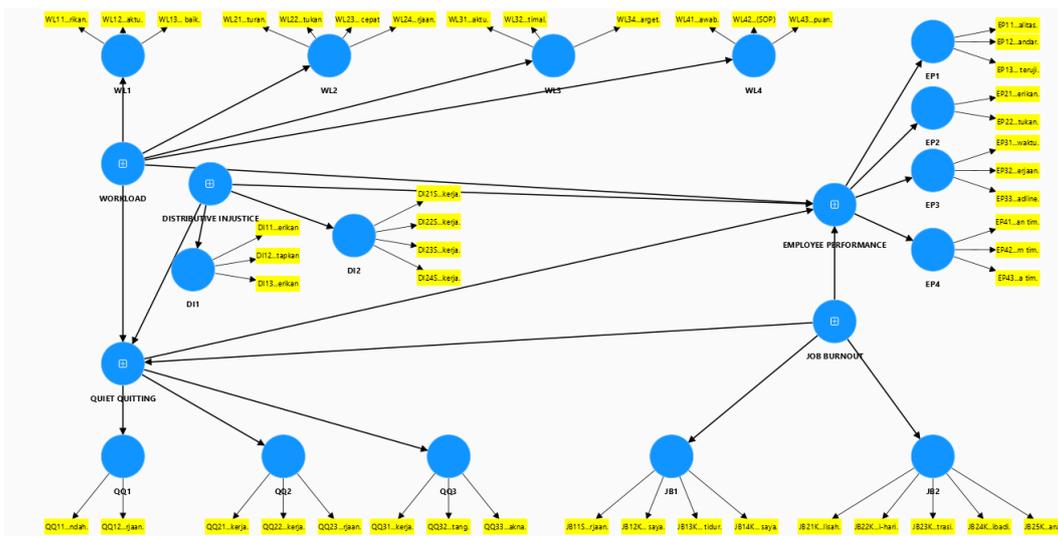


Figure 3. Structural Equation Model after Convergence Validity Adjustment

After the convergence validity adjustment using this new model that delete all 37 statements that were less than 0.7 (figure 3), the outer loading results from the Smart-PLS is only X1_24 to indicator X1_2 was 0.691, X3_13 to variable job burnout was 0.693, x3_14 to

variable job burnout was 0.694 and the rest was bigger than 0.7 but really close to 0.7 so it is still acceptable to continue testing with other measurements, to make sure discriminant validity testing were conducted to measure validity of these indicators to its variables using cross loading and AVE Square.

This SEM-PLS algorithm results for this figure 3 model produce latent variables score that were saved into a new data, this data would be used for a new model that act as a true indicator for variables (figure 4).

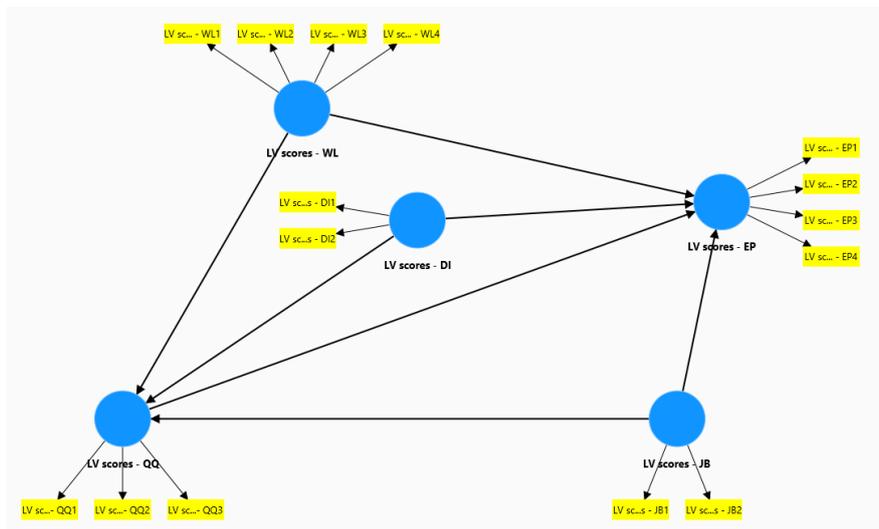


Figure 4. 2nd Order Model Using Latent Variables Score

On this stage which was the next step on 2nd order model used the new model (figure 4), this model consists of latent variables act like indicators and have relationships to their own variables, the previous model was being simplified on this stage with 3 independent variables, 1 dependent variable and 1 intervening variable also each variable consists of latent variables score from the previous data. Using SEM-PLS algorithm on this model the cross-loading score in Table 2 shows that the score for each indicator to its respective variables were the highest compared to the other variable, which mean that these indicators were the true definer for its respective variables.

Table 2. Cross Loading

Indicators	Workload	Distributive Injustice	Job Burnout	Quiet Quitting	Employee Performance
LV scores - WL1	0,908	0,496	-0,267	-0,218	0,492
LV scores - WL2	0,841	0,523	-0,242	-0,178	0,452
LV scores - WL3	0,934	0,518	-0,293	-0,230	0,579
LV scores - WL4	0,907	0,560	-0,230	-0,251	0,521
LV scores - DI1	0,575	0,933	-0,158	-0,268	0,529
LV scores - DI2	0,336	0,686	-0,223	-0,226	0,206
LV scores - JB1	-0,199	-0,058	0,898	0,505	-0,095
LV scores - JB2	-0,318	-0,308	0,926	0,541	-0,251
LV scores - QQ1	-0,332	-0,296	0,508	0,799	-0,303
LV scores - QQ2	-0,144	-0,186	0,497	0,911	-0,375
LV scores - QQ3	-0,145	-0,279	0,467	0,860	-0,376
LV scores - EP1	0,433	0,307	-0,203	-0,322	0,834
LV scores - EP2	0,362	0,389	-0,061	-0,289	0,843
LV scores - EP3	0,410	0,444	-0,157	-0,379	0,878
LV scores - EP4	0,585	0,434	-0,192	-0,321	0,691

The Fornell-Larcker criterion were used to compare the correlation of a variable to every variable on this research based on their Average Variance Extracted (AVE), those scores must be bigger than the correlation coefficient between variable to another variable.

Table 3. Fornell-Larcker Criterion 2nd order

Variables	LV scores - DI	LV scores - EP	LV scores - JB	LV scores - QQ	LV scores - WL
LV scores - DI	0,819				
LV scores - EP	0,493	0,817			
LV scores - JB	-0,211	-0,193	0,912		
LV scores - QQ	-0,296	-0,409	0,572	0,859	
LV scores - WL	0,583	0,565	-0,288	-0,241	0,898

Based on Table 3, the Fornell-Larcker criteria for each variable to those variables itself were the highest compared to the relationship between that variable to another variable, which means that this measurement model on this research has a good level of discriminant validity.

Table 4. Reliability Test Result (n=100)

Variables	Cronbach's alpha	Composite reliability (rho_a)	Critical Value
LV scores - DI	0,549	0,732	0,7
LV scores - EP	0,831	0,830	0,7
LV scores - JB	0,799	0,812	0,7
LV scores - QQ	0,819	0,818	0,7
LV scores - WL	0,920	0,929	0,7

This model also has a good level of reliability based on the cronbach's alpha score and composite reliability as shown in table 4. All the results were higher than the critical value of 0.7 and DI or Distributive Injustice shows a 0.549 Cronbach's Alpha score. Based on the research conducted by Wati (2017) Cronbach's Alpha score should still be acceptable if the value were higher than 0.50.

4.1.3. Inner Model Analysis

This model at this stage consists of coefficient test of R-Square and f-Square. Both were produced from using bootstrapping algorithms on Smart-PLS as shown in Table 5.

Table 5 R Square

Variables	Determinant Coefficient (R-Square value)	Information
LV scores - EP	0,438	MODERATE
LV scores - QQ	0,360	MODERATE

Based on Table 5 R- Squares coefficient was used to measure the level of variation in changes in the independent variable to dependent variable, since R-square is between 0.67 > R-square >= 0.33 (moderate) which means that employee performance or EP influenced by 43.8% by independent variable simultaneously and quiet quitting or QQ is influenced by 36.0% by independent variable simultaneously. Meanwhile, the remainder of both are influenced by other variables that were not tested in this research.

The F-Square was used to test the effect of independent variables on dependent variables, if f-square >= 0.35 (strong), 0.35 > f-square <= 0.15 (moderate) and 0.15 > f-square (weak). The result for the f-square coefficient shown in Table 6.

Table 6. f-Squares

Relationship of independent variables on dependent variables	f-square	Information
LV scores - DI -> LV scores - EP	0,035	MODERATE
LV scores - DI -> LV scores - QQ	0,041	MODERATE
LV scores - JB -> LV scores - EP	0,032	MODERATE
LV scores - JB -> LV scores - QQ	0,415	STRONG
LV scores - QQ -> LV scores - EP	0,139	MODERATE
LV scores - WL -> LV scores - EP	0,204	STRONG
LV scores - WL -> LV scores - QQ	0,001	WEAK

4.1.4. Hypothesis Testing

1) Direct influence between research variables

Table 7. Direct Influence Between Research Variables

Path of influence	Original sample (O)	T statistics (O/STDEV)	P values	Information
LV scores - DI -> LV scores - EP	0,176	1,404	0,163	Not significant
LV scores - DI -> LV scores - QQ	-0,200	1,788	0,077	Not significant
LV scores - JB -> LV scores - EP	0,166	1,995	0,049	Significant
LV scores - JB -> LV scores - QQ	0,539	5,967	0,000	Significant
LV scores - QQ -> LV scores - EP	-0,349	4,032	0,000	Significant
LV scores - WL -> LV scores - EP	0,426	3,397	0,001	Significant
LV scores - WL -> LV scores - QQ	0,031	0,262	0,794	Not significant

The Original Sample (O) is the one that determine the direction of the path of influence, if it was negative the path would have a negative effect and vice versa. The larger the absolute value of the t-value, the smaller the p-value, and the greater the evidence against the null hypothesis. P Values determine if independent variable has a significant effect on the dependent variable if only the values were below 0.050. The results for Direct influence between research variables based on Table 7 were:

- a. Workload has a significant positive effect on employee performance
- b. Distributive injustice has no significant effect on employee performance
- c. Job burnout has a significant positive effect on employee performance
- d. Quiet quitting has a significant negative effect on employee performance
- e. Workload has no significant effect on quiet quitting
- f. Distributive injustice has no significant effect on quiet quitting
- g. Job burnout has a significant positive effect on quiet quitting

2) Indirect influence between research variables

Table 8. Indirect Influence Between Research Variables

Path of influence	Original sample (O)	T statistics (O/STDEV)	P values	Information
LV scores - WL -> LV scores - QQ -> LV scores - EP	-0.011	0.297	0.767	Not significant
LV scores - DI -> LV scores - QQ -> LV scores - EP	0.070	2.041	0.044	Significant
LV scores - JB -> LV scores - QQ -> LV scores - EP	-0.188	3.053	0.003	Significant

The difference between direct and indirect is the significance of p values were also meant that the intervening variable did not take part in measuring independent variable or the cause dependent variable. The results for Indirect influence between research variables based on Table 8 were:

- a. Workload has no significant effect on employee performance with quiet quitting as intervening variable
- b. Distributive injustice has a significant positive effect on employee performance with quiet quitting as intervening variable
- c. Job burnout has a significant negative effect on employee performance with quiet quitting as intervening variable

4.2. Discussion

4.2.1. The Effect of Workload on Employee Performance

According to the findings from the analysis conducted, workload has a significant positive effect on employee performance. This finding leads to management should start controlling their employee's workload so that the result that they get from their employee would be optimal and fulfilled their standard of quality. Previous researches such as Akca & Küçüköğlü (2019); Rizka et al. (2020); Saputra et al. (2023); Ulumudin et al. (2022); Wahyunanti et al. (2023) were actually support this findings.

This finding shows that control towards workload needed to be optimized to increase employee performance at Public Works and Highways Department of East Java Province, because improvements of contributions, motivation, quality, quantity and cooperation because of the increased employee performance level could happen when workload are being controlled.

4.2.2. The Effect of Distributive Injustice on Employee Performance

According to the findings from the analysis conducted, distributive injustice has no significant effect on employee performance. Even though there is not enough evidence that distributive injustice has a significant effect on employee performance, no employee wishes to be treated unfairly, every employee wants to have a proportionate workload, reward and work transparency. Previous research done by Rivai et al. (2019) support this finding.

This finding shows that management on Public Works and Highways Department of East Java Province should mitigate the rise of the attitude that could damage the organization because of employee's perceptions of unfairness is not regularly checked, because if that perception were kept on low or fair, it would make the procurement or recruitment process easier because a fair workplace invites more people to apply to that workplace.

4.2.3. The Effect of Job Burnout on Employee Performance

According to the findings from the analysis conducted, job burnout has a significant positive effect on employee performance. Previous researches done by Akca & Küçüköğlü (2019) and Harjanti (2019) did not support this finding, because both found that job burnout has a significant negative effect on employee performance. Romaji et al. (2024) also found that burnout has no significant effect on employee performance.

This finding shows that employees at Public Works and Highways Department of East Java Province would not lower their performance because of their fatigue, the reason why this finding occur could be because of employees at Public Works and Highways Department of East Java Province has a high commitment, high level of pride of their work, or have a good reward to compensate their work's high demand, the other reason might be because of a really good work culture that lower the chance of their performance to be worsen.

4.2.4. The Effect of Quiet Quitting on Employee Performance

According to the findings from the analysis conducted, quiet quitting has a significant negative effect on employee performance. Previous research done by Karaliñç (2024) support this finding, the attitudes like losing motivation, losing initiative and detachment could harm employee performance.

This finding shows that employees at Public Works and Highways Department of East Java Province would lower their performance because of quiet quitting, the reason why this finding occur could be because of employees at Public Works and Highways Department of East Java Province might be working without enough attention from their supervisor, so that employees would lose their motivation, detach themselves from work related event or more responsibilities and would never said anything productive on the meeting to avoid having more work than they have already had.

4.2.5. The Effect of Workload on Quiet Quitting

According to the findings from the analysis conducted, workload has no significant effect on quiet quitting. Previous research done by Campton et al. (2023) did not support this finding, the attitudes like losing motivation, losing initiative and detachment could happened because of poorly controlled workload.

This finding shows that employees at Public Works and Highways Department of East Java Province might not increase their chance of doing quiet quitting because of high-level of workload, the reason why this finding occur could be because of employees at Public Works and Highways Department of East Java Province might be working with enough motivation and commitment to know that if the work is not done the consequences might be worse, so they will continue to finish their work on time, even though unchecked and uncontrolled workload might harm their wellbeing.

4.2.6. The Effect of Distributive Injustice on Quiet Quitting

According to the findings from the analysis conducted, distributive injustice has no significant effect on quiet quitting. Previous research done by Agina et al. (2023) did not support this finding, the attitudes like disengagement or detachment could happened because of distributive injustice. Previous research such as Khattak et al. (2021) also did not support this finding and found that distributive injustice might produce organizational deviant behavior, while Eren & Demir (2023) support this finding because they found that there is no significant effect of distributive injustice on counterproductive work behavior, because quiet quitting is not counterproductive and mostly would avoid doing more than previously agreed.

This finding shows that employees at Public Works and Highways Department of East Java Province might not increase their chance of doing quiet quitting because of high-level of unfairness perception, the reason why this finding occur could be because of employees at Public Works and Highways Department of East Java Province might be working with enough already a fair perception in the workplace so the employees would rarely doing quiet quitting because of the management effectively and fairly distribute every resources needed by the employees.

4.2.7. The Effect of Job Burnout on Quiet Quitting

According to the findings from the analysis conducted, job burnout has significant positive effect on quiet quitting. Previous researches done by Galanis et al. (2023); Thu Trang & Thi Thu Trang (2024); Zhang (2024) support this finding, because those researchers found that job burnout has significantly positive effect of quiet quitting.

This finding shows that employees at Public Works and Highways Department of East Java Province would increase their chance of doing quiet quitting because of high-level of job burnout, the reason why this finding occur could be because of some employees at Public Works and Highways Department of East Java Province have felt prolonged fatigue due to work. Management should give a special attention to integrate the need of the employees which is to work with a healthy environment, healthy amount of work and to make sure the employees get the support they need to maintain their sanity and physical health or to restore their burnout level to normal so that they do not feel the need to do more quiet quitting.

4.2.8. The Effect of Workload on Employee Performance with Quiet Quitting as Intervening Variable

According to the findings from the analysis conducted, workload has no significant effect on employee performance with quiet quitting as an intervening variable. Previous research done by Campton et al. (2023) did not support this finding as quiet quitting caused by uncontrolled workload and Karalınc (2024) found that quiet quitting has an effect on employee performance. Based on these two perspectives, it should be enough to prove that quiet quitting could took part on those variables, while this finding did not.

This finding shows that employees at Public Works and Highways Department of East Java Province might not increase their chance of doing quiet quitting nor worsen employee performance because of high-level of workload, the reason why this finding occur could be because of management at Public Works and Highways Department of East Java Province might be already controlled their employee's workload or have a clear understanding of what could happened if the work has not been done, it could be pride, punishment, reward or something else entirely that has not been studied in this research. Even though quiet quitting did not take part to influence employee performance or be the cause of high workload, it should be wise to control employee's workload to make sure that organization run like a clockwork.

4.2.9. The Effect of Distributive Injustice on Employee Performance with Quiet Quitting as Intervening Variable

According to the findings from the analysis conducted, distributive injustice has significant positive effect on employee performance with quiet quitting as an intervening variable. Previous research done by Agina et al. (2023) support this finding, quiet quitting is caused by distributive injustice that born from the unfulfilled employee's perception of fairness and Karalınc (2024) also support this finding with quiet quitting influence employee performance.

Based on this finding employees at Public Works and Highways Department of East Java Province would increase their chance of doing quiet quitting and lower the performance because of high-level of unfairness perception, the reason why this finding occur could be because of employees at Public Works and Highways Department of East Java Province employees felt that there were lack of transparency towards career path, and it affect their perceptions of fairness, so they would do quiet quitting to cope and the worse part, management might never see their employees be their potential selves because they now lack motivation to improve themselves also gradually lowering their employee performance unless change is made in the future.

4.2.10. The Effect of Job Burnout on Employee Performance with Quiet Quitting as Intervening Variable

According to the findings from the analysis conducted, job burnout has significant negative effect on employee performance with quiet quitting as an intervening variable. Previous research done by Zhang (2024) support this finding, quiet quitting is caused by job burnout and Karalıncı (2024) found that quiet quitting influence employee performance.

Based on this finding employees at Public Works and Highways Department of East Java Province would increase their chance of doing quiet quitting and lower the performance because of high-level of unfairness perception, the reason why this finding occur could be because of employees at Public Works and Highways Department of East Java Province employees felt tired because of work, better understanding from management of how to manage their employee were much needed. Management should start to give more attention to workload organizing to maintain employee's quality of work, and their level of job burnout, management should compensate their employee better as fair as their contributions and integrate the employee's needs so that their voices could be heard and make their motivation back to contribute more for Public Works and Highways Department of East Java Province.

5. Conclusion

Workload has a significant positive effect on employee performance, no effect on quiet quitting and no effect on employee performance when quiet quitting as an intervening variable. Planning the Public Works and Highways Department of East Java Province's need of employees is one of the essential parts of the HRM functions, better planning means workload are distributed fairly, thus making every employee healthy. This implied that dedication and controlled workload could mitigate the chance of employee lowering performance, even though high workload does not lead to quiet quitting. Distributive injustice has no significant effect on employee performance, no effect on quiet quitting but has a significant positive effect on employee performance when quiet quitting as an intervening variable. The optimization of compensating decent and fair reward such as money, recognition and awards for every contribution the employee gave would help prevent perception of unfairness rising in every employee, even though those might not directly impact employee's chances of doing quiet quitting nor lowering employee performance.

Job burnout has a significant positive effect on employee performance, even though this finding did not confirm the theory, Integration of both employee's needs and what the department values should be made by management through a better at communicating for both sides because job burnout also has a positive effect on quiet quitting but has a significant negative effect on employee performance when quiet quitting as an intervening variable. That are the more reason to HRM function which is to control their employee's fatigue level. The other solution is to optimize procurement to recruit employee based on the department needs but also making sure that the department could fairly compensate them, so that it would accelerate the fulfillment of employee's formation and making sure that the department could run like a clockwork. Quiet quitting has a significant negative effect on employee performance. Management should try to give a better and clearer directions regularly to avoid misconceptions and ambiguity, so that employees at Public Works and Highways Department of East Java Province could feel the management care about their role and function for the department.

Those findings shows that distributive injustice could not be able to give direct effect to quiet quitting or employee performance, and it helps us to know that distributive injustice will

not always be the reason to the decreasing of employee performance or quiet quitting. Beside that workload has no indirect effect on the employee performance with quiet quitting as the intervening variable, so controlling their workload should just be done even though it does not lead to quiet quitting or decreasing employee performance, just to be safe and to make sure the employee would not leave the department because of their workload are being left unchecked by the management.

Based on the findings above, the future researcher should add more variables because the variables in this research only define employee performance at 43.8% and quiet quitting at 36%, so those variables may be able to be defined by other variables besides the one that this research has studied.

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