

**QUIET QUITTING AS AN ANTECEDENT OF COUNTERPRODUCTIVE WORK BEHAVIOR: A COMPARATIVE STUDY ACROSS GENDER, GENERATIONAL COHORTS, AND CORPORATE TYPES****Zuhdan Ady Fataron<sup>1,2</sup>, Heru Sulistyono<sup>1</sup>, Mulyana<sup>1</sup>**<sup>1</sup> Department of Management, Faculty of Economics, Universitas Islam Sultan Agung (UNISSULA), Semarang, Indonesia<sup>2</sup> Faculty of Islamic Economics and Business, Walisongo State Islamic University, Semarang, Indonesiaemail: [zuhdanaf\\_pdim5@std.unissula.ac.id](mailto:zuhdanaf_pdim5@std.unissula.ac.id), [heru@unissula.ac.id](mailto:heru@unissula.ac.id), [mulyana@unissula.ac.id](mailto:mulyana@unissula.ac.id)**Abstract**

To develop a model that explains counterproductive work behavior using a quiet quitting approach. This research design uses a quantitative approach, and testing of research models and research hypotheses is carried out using a Structural Equation Modeling (SEM) approach. Testing the research model shows that counterproductive work behavior is statistically influenced by quiet quitting. Where the occurrence of quitting is influenced by work conditions, career development opportunities, intrinsic employee motivation, and organizational commitment. Meanwhile, the results of comparative testing show that there are differences in counterproductive work behavior based on gender, cohort, and type of company. The factors mapped in this study have been classified into employee-based factors and organization-based factors, and a comparative analysis of counterproductive work behavior models based on gender, cohort, and company type characteristics was carried out. The factors studied in employee-based factors are still limited to intrinsic employee motivation and organizational commitment, while organization-based factors only include work conditions and career opportunities development.

**Keywords:** counterproductive work behavior, quiet quitting, Counterproductive Work Behavior**INTRODUCTION**

At work, the company hopes that its employees will behave in a way that can provide benefits to the company. However, in reality, some employees have the potential to engage in inappropriate behavior that could be detrimental to the company, such as theft or negative actions, aggressive actions, and ignoring superiors' duties/instructions. Behavior carried out intentionally by employees is a reason for carrying out Counterproductive Work Behavior (CWB), and this behavior has a bad/harmful impact on the company or organization or other people. (Fox et al., 2001) state that this behavior is dangerous for the organization because it can directly affect functioning, or can harm employees, thereby reducing their effectiveness. Counterproductive work behavior (CWB) is a major problem for organizations (Bennett & Robinson, 2000) and is a major concern for managers and the general public (Spector et al., 2006). CWB is employee behavior that is contrary to organizational goals (Sackett et al., 2006). In today's organizations, counterproductive behavior in the workplace is a big problem that can have a negative impact on the organization. Because of the large potential losses that organizations experience due to counterproductive behavior, it is important that we do not ignore counterproductive behavior in the workplace. Steps need to be taken to reduce the risk of potential losses due to counterproductive behavior occurring in the workplace. Therefore, in an effort to reduce its occurrence, many researchers have tried to explain the antecedents of CWB both situationally and individually (Douglas & Martinko, 2001).

**LITERATURE REVIEW****Theory of Planned Behavior**

This study uses Ajzen's 1975 Theory of Reasoned Action (TRA), which was later improved into Ajzen's 1991 Theory of Planned Behaviour (TPB), to create a research model that explains the variables that affect counterproductive behaviour. (Ajzen, 1991) noted that the Theory of Planned Behaviour offers a very helpful conceptual framework for understanding complex human social behaviour. A theory called the Theory of Planned Behaviour aims to forecast and clarify human behaviour in specific situations. Proposed by Ajzen and Fishbein (1975) and Fishbein and Ajzen (1980), the Theory of Planned Behaviour (TPB) is an extension/addition of the Theory of Reasoned Action (TRA). TPB is a noun that denotes a person's intention to engage in a particular behaviour and indicates the likelihood that they will do so in the future.

Ajzen (1991) asserts that the primary driver of TPB (as well as TRA) is an individual's intention to engage in a particular behaviour. Intention is thought to capture the motivating factors that influence a behaviour as a sign of the individual's level of determination and the amount of effort they will expend to engage in a particular behaviour. As a general rule, the likelihood that an action will be taken increases with the strength of the intention to take it. However, only when an intended behaviour is within one's own/personal control (volitional control) can an intention of a behaviour express itself. A person with volitional control has the ability to choose whether or not to engage in a behaviour. While certain behaviours actually meet these requirements quite well, these behaviours typically rely on at least some non-motivational factors, like opportunities and necessary resources (time, money, skills, ability to collaborate, etc.). These elements taken together show how much actual control a person has over their behaviour. In addition, a person must be able to successfully carry out the behaviour if they intend to do so and have the opportunity and means to do so.

**Counterproductive Work Behavior**

There are many definitions given by researchers regarding Counterproductive Work Behavior (CWB). According to (Chand & Chand, 2018), counterproductive work behavior is any activity carried out intentionally by an individual that has the potential to hinder or damage the performance of oneself, others, or the organization. Counterproductive work behavior includes behavior that goes beyond limits, such as aggression and theft, or even more subtle actions, such as deliberately ignoring instructions or performing tasks inadequately (Dumonda et al., 2023).

(Robinson & Bennet, 1995) define CWB as voluntary behavior that significantly violates organizational norms and thereby threatens the well-being of an organization, its members, or both. Likewise, in (Sackett, 2002) defines CWB as intentional behavior on the part of organizational members that is seen by the organization as contrary to the organization's interests. (Neuman, 1998; Spector & Fox, 2005) define CWB as desired actions that harm or are intended to harm the organization or people in the organization.

A study conducted by (Yıldız, 2023) identified several behaviors that lead to CWB, namely declining productivity, declining morals, increasing absenteeism, low quality of work, declining customer satisfaction caused by quiet quitting behavior. Meanwhile, (Arar et al., 2023) in their study justified that the occurrence of Counterproductive Work Behaviors was caused by quiet quitting carried out by employees.

**Quiet Quitting**

A mindset known as "quiet quitting" occurs when workers purposefully confine all work activities to formal or informal job descriptions, set boundaries, meet but do not surpass predetermined expectations, stop working voluntarily, ignore any extra work, and work only to maintain their jobs. Currently, welfare (work-life balance) is prioritised over organisational goals, as is employment status (Serenko, 2024).

(Ozturk et al., 2023) attribute the quiet quitting phenomenon to life imbalance, toxic environments, a lack of career routes, and high workloads. According to (Serenko, 2024), in the meantime, they harbour resentment towards managers because they lack intrinsic drive, struggle to preserve mental health, and strive for work-life balance. According to research by (Alimmah et al., 2023), organisational commitment and toxic workplace environment variables are the main causes of quiet resignation.

**Work Conditions**

The job analysis literature implicitly includes two components linked to working conditions: environmental elements and danger (Kahya, 2007). Environmental influences include things like heat, humidity, sound, doors, light, and dust, and they can range from common to excessive. Employee performance is impacted both directly and indirectly by harsh environmental conditions. Employees who are subjected to such circumstances find it harder to concentrate on their work, which lowers staff productivity and quality of work and increases emotional stress. Low levels of safety and health risks at work are thought to be significantly influenced by poor ergonomics (Aggarwal et al., 2022). The focused application of human factors ideas can lower the likelihood of mishaps and injuries. These effects result in decreased productivity and higher rates of workplace absenteeism.

There is a wealth of research on the detrimental effects that working conditions can have on one's physical and mental health (Mustafa & Ali, 2019; Xueyun et al., 2023). It has been demonstrated that insufficient work environments can result in physical complaints, weariness, emotional stress, diminished performance, and employee satisfaction (Bashir et al., 2020). Poor performance, low employee satisfaction, and high staff turnover can all be significantly impacted by this issue (Mustafa & Ali, 2019). Employee satisfaction and workplace variables can be used to gauge how well changes or advancements in the workplace are working. Additionally, because a good work environment lifts people's spirits, they tend to perform better.

**Career Development Opportunities**

Opportunities for career development are characterised as giving people the chance to understand who they are in the context of their work and how to act more deliberately and creatively using that knowledge through organised, sequential, and varied experiences (Davis, 2015). Alternatively, it may be described as the process of creating a professional path via training courses, internships, and other experiences in order to effectively manage this plan (Arar & Oneren, 2018). By providing the groundwork for individual career advancement and preserving organisational stability, career development sets itself apart from traditional career approaches. A study by (Wang et al., 2020) found that employees who perceived greater career development opportunities were less likely to experience symptoms of burnout, such as emotional exhaustion, depersonalization, and reduced personal accomplishment.

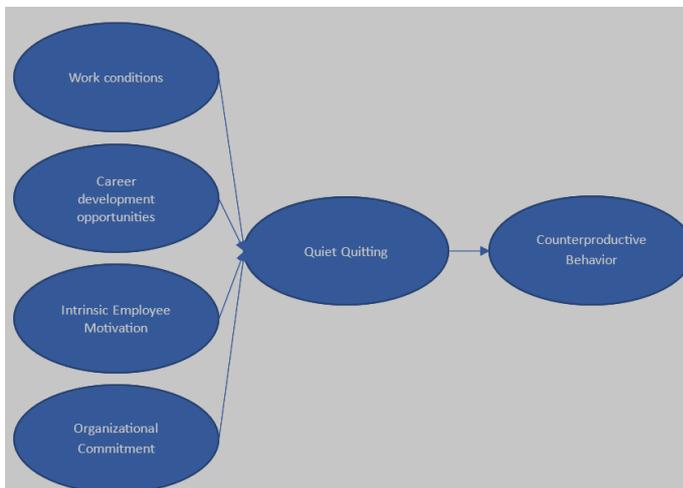
According to (Zacher & Rudolph, 2016), work experience aids in the skill development and education of individuals on current and future opportunities as they advance in their jobs. An employee can think, on the one hand, that their employment alternatives will be reduced in the future. However, fulfilment is more likely to happen, leading to more upbeat thoughts about potential in the future.

**Intrinsic Employee Motivation**

Lack of motivation might lower organisational commitment and is also regarded as the reason behind employees' silent resignation patterns. While highly motivated employees are more likely to work towards organisational goals (Oamen & Omorenuwa, 2021), demotivated employees are less likely to contribute to tasks that are related to their jobs and, as a result, lower organisational performance (Feria et al., 2018). Since these behaviours are similar to those of employees who exhibit quiet quitting, this seems to support the theory that quiet quitting is caused by a lack of motivation.

**Organizational Commitment**

Three categories of organisational commitment were proposed by (Allen & Meyer, 1990): emotive, continuity, and normative. A strong emotional bond is necessary for affective commitment in order to identify with and engage with an organisation. Compared to continuity and normative commitment, affective commitment is more strongly correlated with favourable outcomes, such as job satisfaction and fewer plans to leave the company. This illustrates the worker's real emotional commitment to the company. Normative organisational commitment is the state in which an employee feels obligated to stay with a company in exchange for job stability. Last but not least, continuous organisational commitment explains a worker's need to stick with the business despite the potential negative effects of leaving. When someone has no other option or must forgo excessive rewards, commitment is crucial for the organisation because of the practical ramifications.



**Figure 1: Empirical Model Development**

Source: Developed for this Research, 2025

**METHODOLOGY**

**Population and Sample**

The participants in this study were workers from various businesses. This study looks at the following industries: banking, education, clothing, medicines, and cars. A sample of 231 respondents was obtained based on the data collection results, and the distribution of the sample numbers used in this study is as follows:

**Table 1: Distribution of the Number of Samples in Each Industry**

No.	Industry	Amount
1.	Automotive	37
2.	Education	51
3.	Bank	43
4.	Garment	69
5.	Pharmacy	31
	<b>Summary</b>	<b>231</b>

Source: Primary Data Processed, 2025

**Data Collection**

This study uses a pre-made interview guide; data were gathered through interviews. Measurements of the variables under study are included in the interview guide's statement items. Respondents were asked to submit closed-ended answers on a predetermined scale of 1 to 10 in order to respond to statements based on the circumstances at the time the research was done.

**Operationalization of Research Variables**

Research variable measurement requires the operationalization of variables. The process of operationalizing variables involves selecting indicators based on pertinent past research findings.

**Table 2: Operationalization of Research Variables**

Variabel	Indikator	Sumber
Work Condition	X1: Role ambiguity	(Astuti et al., 2024; Eatough et al., 2011; Özbağ et al., 2014; Rovithis et al., 2017)
	X2: Role conflict	
	X3: Role overload	
Career Development Opportunities	X4: Opportunities for personal and career development based on systematic, sequential and varied work experiences provided by the company	(Xueyun et al., 2023)
	X5: Opportunities for personal and career development based on systematic, sequential and varied training provided by the company	
	X6: Opportunities for personal and career development based on systematic, sequential and diverse education provided by the company	
Intrinsic Employee Motivation	X7: I have responsibilities related to work	(Allen & Meyer, 1990)
	X8: My colleagues appreciate me for what I did for my work	
	X9: I believe that I have full authority to do my job	
	X10: I believe that work which I've done is a respectable job	
	X11: I see myself as an important employee of the hospital	
	X12: I have the right to decide in a subject related to my work	
Organizational Commitment	X13: Affective	(Allen & Meyer, 1990)
	X14: Continuance	
	X15: Normative	
Quiet Quitting	X16: Less participation or No Participation	(Thakur, 2024)
	X17: Disregard Employee Responsibility	
	X18: Actively Disengaged Employees	
	X19: Lack of Enthusiasm	
	X20: Increased Absenteeism	
Counterproductive Behavior	X21: Sabotage	(Hollinger, 1986) (Chen & Spector, 1992) (Akinsola & Alarape, 2019)
	X22: Withdrawal	
	X23: Theft	
	X24: Abuse	
	X25: Productive Deviance	

Source: Extracted from Various Research, 2025

**Analysis Techniques**

Structural Equation Modelling (SEM) is a data analysis tool used in this study to test research models and evaluate the relationship between research variables.

**RESULT AND DISCUSSION**

The empirical model and influence between variables developed in this research uses Structural Equation Modeling (SEM) as an analytical technique approach. The data analysis process in this study was carried out in three stages. These stages are confirmatory analysis, research model testing, and comparative testing. The process for both tests is described below.

**Confirmatory Analysis**

Confirmatory analysis is a step used to verify that the indicators used to measure research variables are accurate. When evaluating the accuracy of indicators, two outputs are analysed and utilised as a reference: the Standardised Regression Weight values, which are shown in the following table:

**Table 3: Exogenous Variable Confirmatory Analysis Output**

			Std Estimate	Estimate	S.E.	C.R.	P
X3	<---	Work Conditions	,882	1,110	,080	13,883	***
X4	<---	Career Development Opportunities	,812	1,000			
X5	<---	Career Development Opportunities	,666	,775	,085	9,068	***
X6	<---	Career Development Opportunities	,756	,916	,092	9,916	***
X7	<---	Intrinsic Employee Motivation	,427	1,000			
X8	<---	Intrinsic Employee Motivation	,773	1,908	,311	6,137	***
X9	<---	Intrinsic Employee Motivation	,760	1,919	,317	6,054	***
X10	<---	Intrinsic Employee Motivation	,716	1,778	,298	5,957	***
X11	<---	Intrinsic Employee Motivation	,735	1,789	,300	5,964	***
X12	<---	Intrinsic Employee Motivation	,695	1,620	,273	5,930	***
X2	<---	Work Conditions	,851	1,049	,076	13,783	***
X1	<---	Work Conditions	,798	1,000			
X13	<---	Organizational Commitment	,776	1,000			
X14	<---	Organizational Commitment	,862	1,066	,087	12,274	***
X15	<---	Organizational Commitment	,789	1,006	,085	11,802	***

Source: Primary Data Processed, 2025

Work condition measurements are carried out using three indicators. Each of these indicators produces a Standardized Regression Weight value > 0.6 and a significance value < 0.05. This shows that the three indicators are appropriate measuring tools for measuring work conditions. The Career Development Opportunities variable is also carried out using three indicators. The results of the confirmatory analysis of these indicators produced a Standardized Regression Weight value > 0.6 and a significance value < 0.05. These statistical findings show that these indicators are able to reflect the variables studied.

Intrinsic Employee Motivation is measured using research that uses six indicators. In the results of the confirmatory analysis, it turns out that the X7 indicator produces a Standardized Regression Weight value of <0.6, which means that the X7 indicator is unable to carry out the measurement function of the Intrinsic Employee Motivation variable. Thus, X7 is not used as an indicator and measurement of Intrinsic Employee Motivation is carried out with five indicators, namely X8-X12.

Organizational Commitment is measured by three indicators. Each of these indicators produces a Standardized Regression Weight value > 0.6 and a significance value < 0.05. This shows that these indicators are appropriate measuring tools for measuring the Organizational Commitment variable.

**Table 4 Endogenous Variable Confirmatory Analysis Output**

			Std Estimate	Estimate	S.E.	C.R.	P
X16	<---	Quiet Quitting	,689	1,000			
X17	<---	Quiet Quitting	,640	,927	,112	8,310	***
X18	<---	Quiet Quitting	,727	1,100	,118	9,324	***
X19	<---	Quiet Quitting	,742	1,136	,124	9,154	***
X20	<---	Quiet Quitting	,661	,948	,113	8,398	***
X21	<---	Counterproductive Behavior	,720	1,000			
X22	<---	Counterproductive Behavior	,735	1,211	,127	9,535	***
X23	<---	Counterproductive Behavior	,713	1,051	,116	9,044	***
X24	<---	Counterproductive Behavior	,709	1,073	,120	8,914	***
X25	<---	Counterproductive Behavior	,000	,001	,158	,005	,996

Source: Primary Data Processed, 2025

There are two endogenous variables in this study, namely Quiet Quitting and Counterproductive Behavior. Quiet Quitting is measured using five indicators, namely X16-X20, where these indicators produce a Standardized Regression Weight value of > 0.6 and a significance value of < 0.05. This means that the X16-X20 indicators are able to reflect the variable being measured, namely, Quiet Quitting.

Meanwhile, for the Counterproductive Behavior variable, the measurement is carried out using five indicators. In the X25 indicator, the Standardized Regression Weight value is <0.6 and the significance value is >0.05, which means that this indicator cannot be used as a measuring tool for the Counterproductive Behavior variable. Thus, the indicators for the Counterproductive Behavior variable examined in this study were measured using four indicators.

**Research Model Testing**

At this stage, there are two tests carried out, namely testing the feasibility of the research model and testing the research hypothesis.

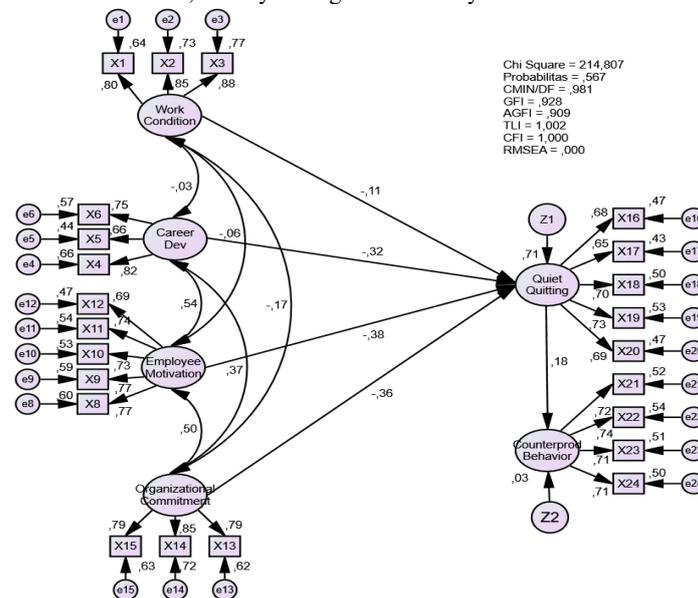


Figure 2 Full Research Model Test Results, Source: Primary Data Processed, 2025

The following is an evaluation of the empirical model testing developed in this research.

**Table 5: Feasibility of Research Model**

<i>Goodness of Fit Index</i>	<i>Cut off Value</i>	<b>Result</b>	<b>Finding</b>
Chi-Square (df = 219)	< 254, 523	214,807	Good
Probability	≥ 0.05	0,567	Good
CMIN/DF	≤ 2.00	0,981	Good
GFI	≥ 0.90	0,928	Good
AGFI	≥ 0.90	0,909	Good
TLI	≥ 0.95	1,002	Good
CFI	≥ 0.95	1,000	Good
RMSEA	≤ 0.08	0,000	Good

Source: Primary Data Processed, 2025

Testing the empirical model developed in this study produced a calculated Chi-Square value of 214.807 and a probability value of 0.567. The resulting calculated Chi Square value is smaller than the required Chi Square table value (254,523) with a probability value greater than 0.05, so it can be concluded that the research model is the right model.

**Hypothesis Testing**

After testing the feasibility of the model, tests can be carried out on the influence of variables. Testing the influence between variables is carried out by analyzing the probability values and Critical Ratio (CR) values, which are presented in the following table:

**Table 6 Hypothesis Test**

			Std Estimate	Estimate	S.E.	C.R.	P
Quiet Quitting	<---	Work Condition	-,113	-,083	,041	-2,043	,041
Quiet Quitting	<---	Career Development	-,316	-,257	,063	-4,090	***
Quiet Quitting	<---	Employee Motivation	-,380	-,322	,070	-4,608	***
Quiet Quitting	<---	Organizational Commitment	-,355	-,264	,055	-4,844	***
Counterprod Behavior	<---	Quiet Quitting	,182	,143	,063	2,279	,023

Source: Primary Data Processed, 2025

In testing the research model, there were five hypotheses tested in this research. Based on the results of hypothesis testing presented in the table above, it is known that the influence of work conditions, career development opportunities, employee motivation, and organizational commitment produces a CR value of > 1.980 and a significance value of < 0.05. This shows that work conditions, career development opportunities, employee motivation, and organizational commitment are statistically proven to have a significant negative effect on quiet quitting. The quiet quitting and counterproductive work behavior tests also showed the same results, where the CR value was > 1.980 and the significance value was < 0.05. This means that quiet quitting has been proven to have a significant positive effect on counterproductive behavior.

**Comparative Testing**

Employee demographic characteristics such as gender and generation, as well as company type, are thought to have a different impact on certain behavior. However, empirical studies regarding how behavioral tendencies differ based on these characteristics have not been widely studied. This study conducted a comparative study to obtain empirical answers to how preferences influence variables based on these characteristics.

**Table 7:Comparative Analysis of Counterproductive Work Behavior Models Based on Gender**

Goodness of Fit Index	Cut off Value	Man		Woman		T Theoretical (5%)	T Count
		Result	Model Evaluation	Result	Model Evaluation		
Chi-Square (df = 219)	< 254,523	252.482	Good	205.782	Good	1.980	46.700
Probability	≥ 0,05	0.060	Good	0.730	Good		
CMIN/DF	≤ 2,00	1.153	Good	0.940	Good		
GFI	≥ 0,90	0.844	Marginal	0.876	Marginal		
AGFI	≥ 0,90	0.803	Marginal	0.844	Marginal		
TLI	≥ 0,95	0.965	Good	1.019	Good		
CFI	≥ 0,95	0.969	Good	1.000	Good		
RMSEA	≤ 0,08	0.037	Good	0.000	Good		

Source: Primary Data Processed, 2025

Based on the comparative table above, it can be seen that the resulting calculated t value is (46,700) > t table (1,980). This shows that there are differences in counterproductive work behavior between male and female employees. Furthermore, the following table presents more details regarding these differences based on the influence between the variables.

**Table 8:Differences in Influence Between Variables Based on Gender**

Effect Between Variables			Man				Woman			
			Std. Estimate	C.R.	P	Finding	Std. Estimate	C.R.	P	Finding
Quiet Quitting	←	Work Condition	-,119	-1,406	,160	NS	-,173	-1,689	,091	NS
Quiet Quitting	←	Career Development	-,842	-5,014	***	S	-,257	-2,074	,038	S
Quiet Quitting	←	Employee Motivation	-,041	-,338	,735	NS	-,471	-3,104	,002	S
Quiet Quitting	←	Organizational Commitment	,152	1,412	,158	NS	-,562	-3,346	***	S
CWP	←	Quiet Quitting	,266	2,354	,019	S	,220	1,725	,084	NS

Source: Primary Data Processed, 2025

The research results showed that in the male respondent group, the occurrence of counterproductive work behavior was influenced by the presence of quiet quitting behavior. This quiet quitting behavior is caused by career development opportunities, while work conditions and organizational commitment have no proven influence on quiet quitting behavior. Meanwhile, the test results for female respondents showed different results, where quiet quitting did not have a significant influence on the occurrence of counterproductive work behavior by female employees. The quiet quitting behavior shown by many female respondents is influenced by career development opportunities, employee motivation, and organizational commitment.

**Table 9 Comparative Analysis of Counterproductive Work Behavior Models Based on Cohorts (X and Z)**

Goodness of Fit Indeks	Cut off Value	Cohort X		Cohort Z		T Theoretical (5%)	T Count
		Result	Model Evaluation	Result	Model Evaluation		
Chi-Square (df = 219)	< 254,523	199.724	Good	287.436	Good	1.980	87.712
Probability	≥ 0,05	0.821	Good	0.001	Not Good		
CMIN/DF	≤ 2,00	0.912	Good	1.312	Good		
GFI	≥ 0,90	0.886	Marginal	0.815	Marginal		
AGFI	≥ 0,90	0.856	Marginal	0.767	Marginal		
TLI	≥ 0,95	1.026	Good	0.927	Marginal		
CFI	≥ 0,95	1.000	Good	0.937	Marginal		
RMSEA	≤ 0,08	0.000	Good	0.056	Good		

Source: Primary Data Processed, 2025

Based on the comparative table above, it can be seen that the resulting calculated t value is (87,712) > t table (1,980). This shows that there are differences in counterproductive work behavior between Generation X employees and Generation Z employees. Furthermore, the following table presents these differences more clearly based on the influence between the variables.

**Table 10: Differences in Influence Between Variables Based on Cohort**

Effect Between Variables			Cohort X				Cohort Z			
			Std. Estimate	C.R.	P	Finding	Std. Estimate	C.R.	P	Finding
Quiet Quitting	←	Work Condition	-,204	-1,965	,049	S	-,161	-1,754	,080	NS
Quiet Quitting	←	Career Development	-,227	-1,936	,053	NS	-,957	-5,027	***	S
Quiet Quitting	←	Employee Motivation	-,495	-3,363	***	S	,064	,477	,634	NS
Quiet Quitting	←	Organizational Commitment	-,484	-3,330	***	S	,201	1,680	,093	NS
CWP	←	Quiet Quitting	,190	1,575	,115	NS	,331	2,809	,005	S

Source: Primary Data Processed, 2025

The research results showed that in the Generation X respondent group, the occurrence of counterproductive work behavior was not influenced by quiet quitting behavior. This quiet quitting behavior is caused by work conditions, employee motivation, and organizational commitment, while career development opportunities have no proven influence on quiet quitting behavior.

Meanwhile, the test results for respondents in the Generation Z group show different results, where quiet quitting has a significant influence on the occurrence of counterproductive work behavior carried out by Generation Z employees. Quiet quitting behavior carried out by Generation Z employees is only influenced by career development opportunities, while work conditions, employee motivation, and organizational commitment were not proven to have a significant effect.

**Table 11: Comparative Analysis of Counterproductive Work Behavior Models Based on Company Characteristics**

Goodness of Fit Index	Cut off Value	National		Multinational		T Theoretical (5%)	T Count
		Result	Model Evaluation	Result	Model Evaluation		
Chi-Square (df = 219)	< 254,523	201.530	Good	278.998	Good	1.980	77.468
Probability	≥ 0,05	0.796	Good	0.004	Not Good		
CMIN/DF	≤ 2,00	0.920	Good	1.274	Good		
GFI	≥ 0,90	0.883	Marginal	0.825	Marginal		
AGFI	≥ 0,90	0.852	Marginal	0.780	Marginal		
TLI	≥ 0,95	1.020	Good	0.936	Marginal		
CFI	≥ 0,95	1.000	Good	0.945	Marginal		
RMSEA	≤ 0,08	0.000	Good	0.051	Good		

Source: Primary Data Processed, 2025

Based on the comparative table above, it can be seen that the resulting calculated t value is (77,468) > t table (1,980). This shows that there are differences in counterproductive work behavior between employees from national companies and multinational companies.

**Table 12 Differences in Influence Between Variables Based on Company Characteristics**

Effect Between Variables			National				Multinational			
			Std. estimate	C.R.	P	Finding	Std. Estimate	C.R.	P	Finding
Quiet Quitting	←	Work Condition	-,193	-1,863	,062	NS	-,185	-1,980	,048	S
Quiet Quitting	←	Career Development	-,270	-2,244	,025	S	-,944	-4,797	***	S
Quiet Quitting	←	Employee Motivation	-,484	-3,224	,001	S	,055	,396	,692	NS
Quiet Quitting	←	Organizational Commitment	-,524	-3,377	***	S	,228	1,832	,067	NS
CWP	←	Quiet Quitting	,210	1,696	,090	NS	,306	2,643	,008	S

Source: Primary Data Processed, 2025

The research results showed that in the group of respondents from national companies, the occurrence of counterproductive work behavior was not influenced by quiet quitting behavior. Meanwhile, the quiet quitting behavior that occurs among employees of national companies is caused by career development opportunities, employee motivation, and organizational commitment factors whose influence has been proven to be significant. Meanwhile, the test results for respondents from the multinational company group showed different results, where quiet quitting had a significant influence on the occurrence of counterproductive work behavior carried out by employees in multinational companies. Quiet quitting behavior carried out by employees in this multinational company is influenced by work conditions and career development opportunities, while employee motivation and organizational commitment have not been proven to have a significant effect on quiet quitting.

**CONCLUSION AND RECOMMENDATION**

The results of this study show that the occurrence of Counterproductive Work Behavior is explained by the quit behavior carried out by employees. The results of this study also show that quiet quitting carried out by employees is statistically influenced by work conditions, career development opportunities, intrinsic employee motivation, and organizational commitment. Apart from that, the results of the comparative analysis show that the occurrence of Counterproductive Work Behavior is different based on gender, cohort, and type of company. The findings from this comparative analysis show that the situational characteristic factors inherent in respondents result in the formation of different behaviors. Although the model developed and tested in this study is a comprehensive model, the employee-based factors and organizational factors tested are still limited. This opens up opportunities for further research to develop other factors that are still contradictory or factors that are justified based on the context of the research location.

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