Addressing the Quiet Quitting Phenomenon through Human Resource Management Strategies: Innovative Approaches to Enhancing Employee Engagement and Retention

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Abstract. The phenomenon of quiet quitting has become a significant challenge in the modern workplace, where employees perform only the minimum required tasks without showing initiative or deeper engagement within the organization. This study aims to analyze innovative human resource management (HRM) strategies to address quiet quitting and enhance employee engagement and retention. The research employs a qualitative literature review and descriptive analysis, with data collected from Google Scholar and credible websites between 2018 and 2025. From an initial selection of 40 articles, 24 were chosen through a rigorous screening process based on relevance and source credibility. The findings indicate that effective strategies to mitigate quiet quitting include work flexibility, technology-based training, transformational leadership, performance-based incentives, and technology utilization in employee engagement monitoring. Case studies from various Indonesian companies, such as Gojek, Shopee, Tokopedia, Bukalapak, Unilever, and Telkom Indonesia, demonstrate that the implementation of these strategies can enhance employee motivation, job satisfaction, and loyalty. This study provides implications for organizations to adopt more innovative and employee-centered HRM policies to create a healthier and more productive work environment.

Keywords: Quiet Quitting, Human Resource Management, Employee Engagement, Employee Retention, Innovative Strategies.

1. Introduction

The quiet quitting phenomenon has gained global attention in human resource management (HRM) due to its impact on employee productivity, engagement, and retention. This concept refers to employees who continue performing their job responsibilities as outlined in their job descriptions but refrain from going beyond the required tasks or actively participating in organizational growth. Rather than being a passive action, quiet quitting reflects underlying issues such as job dissatisfaction, work-life imbalance, and a lack of employee engagement within the workplace. Previous studies suggest that factors like leadership style, organizational culture, workload imbalance, and inadequate compensation contribute to the rising trend of quiet quitting, which, if left unaddressed, can weaken an organization's long-term competitiveness [1].

In modern organizations, quiet quitting poses a serious threat to business sustainability as it diminishes employees' intrinsic motivation and fosters an unproductive work environment [2]. Companies that fail to recognize and address this issue will struggle to retain skilled employees and attract new talent. Innovative HRM strategies are essential in cultivating a conducive work environment where employees feel valued, motivated, and highly engaged. These strategies encompass various aspects, including designing fairer compensation policies, increasing work flexibility, and leveraging technology to facilitate more effective communication between management and employees.

One of the primary strategies for combating quiet quitting is improving employee engagement, which has been proven to positively correlate with job satisfaction and employee retention [3]. Employee engagement depends not only on individual factors but also on how organizations design work experiences that allow

employees to find meaning in their jobs. Innovative approaches such as gamification in performance evaluation systems, achievement-based reward programs, and flexible work policies have been shown to enhance employee engagement [4]. Additionally, transformational leadership, which focuses on employee empowerment and development, plays a crucial role in fostering deeper engagement within the workforce.

Employee retention is another challenge arising from quiet quitting, as companies struggle to retain their top talent. Research in human resource management indicates that organizations implementing employee well-being strategies, such as mental health programs, work-life balance support, and clear career development opportunities, tend to have higher retention rates compared to those that do not adopt such strategies [5], [6]. In the digital era, organizations can also leverage data analytics to identify employee engagement and satisfaction patterns, allowing them to design policies that are more adaptive to workforce needs.

Furthermore, a strong organizational culture is a key factor in addressing quiet quitting. A transparent, inclusive, and collaboration-driven workplace culture fosters employee trust in the company and enhances their loyalty. Implementing a culture that values employee feedback, provides growth opportunities, and supports individual innovation can reduce the tendency for quiet quitting [7]. Therefore, organizations must invest in building a work ecosystem that not only focuses on achieving business goals but also adds value to employees' career journeys.

The utilization of technology in HRM strategies is also an innovative approach to improving employee engagement and retention. Digital platforms for internal communication, data-driven job satisfaction measurement systems, and AI-powered learning applications can help organizations create a more adaptive and responsive work environment [8]. Companies can detect early signs of employee dissatisfaction and implement more targeted interventions before quiet quitting spreads further by leveraging these technologies.

From a managerial perspective, companies must also consider employees' psychological and emotional well-being to effectively address this phenomenon. Approaches such as coaching, mentoring, and positive psychology-based well-being programs can have a significant impact on enhancing employee motivation [9]. Additionally, organizations that encourage open communication between employees and management tend to have higher engagement levels, as employees feel their opinions and aspirations are valued by the company.

Based on these challenges, this study aims to analyze innovative HRM strategies that can be implemented to address the quiet quitting phenomenon by enhancing employee engagement and retention. This research seeks to provide deeper insights for companies in designing effective HRM policies and fostering a more productive, sustainable, and employee-centered work environment by understanding the root causes and impacts of quiet quitting.

1.1. Quiet Quitting

Quiet quitting is a phenomenon where employees only perform the minimum required tasks without putting in extra effort or actively engaging with the organization [10]. This phenomenon does not mean that employees completely leave their jobs but rather experience a decline in motivation and engagement due to various factors such as excessive workload, lack of recognition, unsupportive leadership, or an imbalance between work and personal life. Quiet quitting often occurs in work environments that do not provide career development opportunities, sufficient appreciation, or a supportive workplace culture for employee well-being. The impact can be significant for organizations, including decreased productivity, increased employee turnover, and weakened company competitiveness in the industry. Companies must implement strategies to enhance employee motivation and engagement to prevent the negative consequences of this phenomenon.

1.2. Huram Resource Management (HRM)

Human Resource Management (HRM) is a field related to managing the workforce within an organization to achieve optimal business objectives through recruitment, training, development, performance evaluation, and employee well-being [11]. The primary function of HRM is to ensure that employees have the skills, motivation, and conducive work environment to contribute optimally to the organization. In addressing challenges such as quiet quitting, HRM plays a crucial role in developing strategies to enhance employee engagement through flexible policies, performance-based rewards, and clear career development pathways. Effective HRM enables companies to improve employee loyalty, reduce workplace stress, and create a more productive and sustainable work environment.

1.3. Employee Engagement

Employee engagement refers to the level of enthusiasm, commitment, and participation employees have in their work and organization [12]. Highly engaged employees tend to be more productive, innovative, and loyal to the company, contributing positively to organizational growth. Factors influencing employee engagement

include inspiring leadership, a supportive work environment, recognition of performance, and career development opportunities. In the context of quiet quitting, low employee engagement serves as a key indicator that must be addressed through more adaptive HRM strategies. Companies can reduce the risk of quiet quitting and retain a high-quality workforce by increasing employee engagement through effective communication, an inclusive work culture, and fair incentives.

1.4. Employee Retention

Employee retention is an organization's strategy to keep its best talents within the company for the long term and prevent them from leaving for better opportunities elsewhere [13]. High employee turnover rates indicate that an organization has failed to create an attractive and supportive work environment for career growth. Key factors influencing employee retention include competitive compensation, work-life balance, recognition of employee contributions, and opportunities for professional development. In addressing quiet quitting, effective employee retention strategies become increasingly essential to maintain a skilled workforce and avoid the high costs of recruitment and training new employees. Companies can ensure that employees remain motivated and feel valued within their work environment by implementing the right retention policies.

1.5. Innovative Strategies

Innovative strategies in HRM refer to creative and data-driven approaches to enhancing employee well-being, engagement, and performance [14]. To combat quiet quitting, organizations need to adopt strategies that focus on increasing productivity and employee well-being holistically. Some innovative strategies implemented by modern companies include flexible work arrangements, hybrid working policies, performance-based reward systems, and the use of technology in employee engagement analytics. Additionally, more inclusive leadership approaches and mental well-being programs are part of innovative strategies that can improve job satisfaction and employee retention. Companies can create a more sustainable work environment and support long-term organizational growth by adopting strategies that are adaptive to the needs of the modern workforce.

2. Method

This study is a literature review with a qualitative approach aimed at analyzing human resource management (HRM) strategies to address the phenomenon of quiet quitting through the enhancement of employee engagement and retention. A qualitative approach is used because this research focuses on an in-depth understanding of concepts related to HRM, employee engagement, and workforce retention based on relevant literature. By employing a literature review method, this study does not involve primary data collection through surveys or interviews but instead relies on secondary sources from scientific publications, accredited journals, and reports from credible institutions discussing the related topics. The data in this study were obtained through literature searches on Google Scholar and certain credible websites relevant to the fields of HRM, organizational studies, and workplace behavior, covering the period from 2018 to 2025. This time frame was selected to ensure that the study utilizes up-to-date references relevant to current trends and challenges faced by organizations in addressing quiet quitting. The search process was conducted using keywords such as "quiet quitting," "HRM strategies," "employee engagement," "employee retention," and other terms related to the research topic. In the initial stage, 40 articles relevant to the research topic were collected. However, after a rigorous selection process based on relevance, source credibility, and alignment with the research focus, only 24 articles were used as the basis for analysis. The selection process considered journals indexed in trusted databases such as Scopus and Sinta, as well as reports from research institutions with high academic reputations. The selected articles had to meet specific criteria, such as discussing the causes and impacts of quiet quitting, innovative HRM strategies, and approaches to improving employee engagement and retention within organizations. This study employs descriptive analysis techniques to explore various concepts, theories, and empirical findings relevant to the research topic. Descriptive analysis is used to summarize and interpret the findings of previous studies related to HRM strategies in addressing quiet quitting. The data collected from various sources were analyzed by identifying patterns, trends, and relationships between factors contributing to employee engagement and retention within organizations.

3. Result and Discussion

The phenomenon of quiet quitting, which is becoming increasingly prevalent in the modern workforce, reflects a fundamental imbalance between corporate expectations and employee well-being, where individuals feel emotionally disengaged from their work and only fulfill their tasks at the minimum required level without

motivation to contribute further. This phenomenon is triggered by excessive workloads, lack of appreciation, limited career development opportunities, and corporate policies that tend to emphasize results over employee well-being. Studies from technology startups in Indonesia reveal that a work culture that demands high productivity without considering work-life balance has led to increased burnout and stress, causing many employees to mentally withdraw from their jobs [15], [16]. This phenomenon is further exacerbated by the changing mindset of younger generations, who prioritize work-life balance and mental health over unconditional loyalty to a company, leading them to limit their work engagement to maintain their quality of life. If companies fail to address this issue by creating a more supportive work environment through flexible policies, fair rewards, and clear career development opportunities, quiet quitting will continue to grow and negatively impact productivity, innovation, and employee retention in the long run.

Innovative human resource management strategies are key to addressing quiet quitting by fostering a more inclusive, flexible, and supportive work culture to enhance employee engagement and well-being. Companies like Gojek have demonstrated the effectiveness of this approach through hybrid working policies, allowing employees to choose between working from home or the office based on their preferences and needs, thereby reducing stress levels caused by excessive work pressure while simultaneously improving productivity [17]. In addition to work flexibility, Gojek also implements an achievement-based reward system that recognizes individual performance and motivates employees to contribute more to corporate goals, creating a healthier, more collaborative, and trust-based work environment. This approach highlights that the solution to quiet quitting is not merely demanding employees to work harder but rather building a work system that enables them to grow professionally and personally without sacrificing work-life balance. If this strategy is consistently applied and tailored to the needs of the modern workforce, companies can enhance talent retention and establish a more sustainable and innovative organizational culture, ultimately leading to long-term business growth.

Employee engagement is a key element in reducing the risk of quiet quitting, as individuals who feel valued and emotionally connected to their work tend to be more motivated, productive, and loyal to the company. Studies show that the main factors driving engagement include clear opportunities for self-development, a supportive work environment, and recognition of employee contributions [18]. Shopee Indonesia has implemented technology-based strategies to enhance employee engagement through e-learning and mentoring programs, providing flexible access to skill development and more transparent career planning [19]. This approach not only improves employee competencies but also fosters a sense of belonging to the company, ultimately reducing their tendency to mentally disengage from work. Moreover, the combination of adaptive human resource development policies and a collaborative work culture has demonstrated that companies can significantly reduce quiet quitting rates by creating an environment that offers employees both material value and professional growth. If this strategy continues to evolve and align with the needs of the modern workforce, companies can establish a healthier, more innovative, and sustainable work ecosystem that ultimately contributes to long-term business growth.

Leadership styles within organizations have a significant impact on employee engagement and retention, with transformational leadership creating a more collaborative, transparent, and development-oriented work environment that can mitigate quiet quitting. Transformational leaders act as both instructors and motivators, inspiring trust through open communication and constructive feedback [20]. Tokopedia has demonstrated the effectiveness of this approach by adopting a two-way discussion policy through town hall meetings, where employees are given a platform to voice their aspirations, challenges, and innovative ideas directly to management, thereby increasing engagement and fostering a sense of belonging within the company [21]. Additionally, the transparency built through regular interactions between leadership and employees enhances loyalty and strengthens an inclusive and supportive work culture, where every individual feels heard and valued. This approach illustrates that addressing quiet quitting is not just about providing incentives or implementing flexible policies but also about establishing leadership relationships based on trust and employee empowerment, ultimately creating a more committed, innovative, and productive workforce in the long term.

Compensation and employee welfare factors play a crucial role in preventing quiet quitting, as dissatisfaction with financial aspects and work benefits often serves as a primary trigger for declining motivation and increased employee turnover, particularly in startups facing limitations in offering competitive salaries. Without a fair compensation scheme and incentives aligned with individual contributions, employees tend to work only out of obligation without emotional engagement in the company's growth. To address this challenge, some companies have implemented innovative strategies that go beyond fixed salaries by incorporating incentive schemes that foster a sense of ownership within the organization. Bukalapak, for instance, has adopted a target-based bonus system that provides financial rewards to employees who meet or exceed performance expectations, along with an Employee Stock Ownership Plan (ESOP), allowing them to own shares in the company [22]. This approach creates long-term incentives that drive employee engagement, as

they are not just working for a monthly salary but also have a direct stake in the company's success. Thus, strategically designed compensation schemes can enhance motivation and productivity, strengthen employee loyalty, create a more dynamic work environment, and reduce the risk of quiet quitting, which could otherwise hinder long-term business growth.

Work-life balance is an essential factor in reducing quiet quitting, as high work pressure without room for employees to maintain their physical and mental well-being can lead to chronic fatigue, decreased motivation, and minimal engagement with work. Companies that recognize the importance of this aspect tend to have higher employee satisfaction and retention rates, as they create a work environment that prioritizes both results and individual well-being. Unilever Indonesia has demonstrated the effectiveness of this strategy by implementing a comprehensive employee wellness program, including access to mental health services, psychological counseling sessions, and flexible leave policies that allow employees to adjust their work schedules according to their personal needs [23]. With this approach, employees feel valued as company assets and receive full support in balancing their professional responsibilities with their personal lives. This initiative boosts productivity and fosters a more inclusive and supportive work culture, ultimately strengthening employee loyalty and reducing the tendency for quiet quitting. If more companies adopt similar policies, the trend of declining employee engagement can be significantly mitigated, resulting in a more committed, innovative, and productive workforce in the long run.

Technology plays a strategic role in enhancing employee engagement and retention by enabling companies to manage human resources more proactively and data-driven, allowing them to identify and address potential issues before they escalate into quiet quitting. Organizations that adopt analytics-based management systems can better understand employee behavior trends, measure job satisfaction levels, and detect stress or burnout patterns that may lower productivity. Telkom Indonesia has implemented an HR analytics platform that monitors employee engagement in real time by collecting data from various indicators, such as attendance rates, employee feedback, and participation in training programs [24]. With more accurate data, companies can design more targeted interventions, such as adjusting workloads, offering flexible work hours, or providing development programs that align with individual needs. This technology-driven approach helps in the early detection of potential quiet quitting and enables companies to build a more adaptive work environment where HR policies can dynamically adjust to employee conditions. Companies can create more effective strategies to improve employee satisfaction by leveraging artificial intelligence and predictive analytics, loyalty, and productivity, ultimately contributing to long-term business sustainability.

From the various case studies analyzed, it can be concluded that innovative HR management approaches play a crucial role in addressing quiet quitting, as this phenomenon is triggered by both individual factors and organizational policies that fail to adapt to employee needs. Strategies such as flexible work arrangements allow employees to balance their professional and personal lives, while technology-driven training opens opportunities for skill development that clarify career paths, reducing the sense of stagnation that often leads to low engagement. Additionally, transformational leadership emphasizing open communication and regular feedback fosters a stronger sense of belonging to the organization, while performance-based incentives provide clear recognition of employee contributions, ultimately boosting work motivation. Companies that also implement work-life balance policies, including mental health support and flexible leave, have been proven to achieve higher retention rates as employees feel supported both physically and psychologically. Furthermore, utilizing technology in HR analytics enables early detection of declining employee engagement, allowing companies to take preventive measures before quiet quitting becomes widespread. Organizations can retain a more productive and loyal workforce while creating a healthier by adopting these strategies holistically, more inclusive, and sustainable work environment, ultimately driving long-term business growth.

4. Conclusion

The phenomenon of quiet quitting has become a significant challenge for modern organizations, particularly in maintaining employee engagement and retention. Various factors, such as work-life imbalance, lack of recognition, unsupportive leadership, and inadequate compensation systems, are the primary causes of this issue. Through the conducted literature review, it has been found that innovative human resource management (HRM) strategies can serve as effective solutions to address this problem. Several proven approaches include work flexibility, technology-based training, transformational leadership, performance-based incentives, and the utilization of technology in monitoring employee engagement. Case studies from various companies in Indonesia, such as Gojek, Shopee, Tokopedia, Bukalapak, Unilever, and Telkom Indonesia, demonstrate that implementing these strategies can enhance job satisfaction, reduce stress, and improve employee loyalty to the

company. Therefore, organizations seeking to mitigate the negative impacts of quiet quitting must adopt a more holistic approach to HRM to create a healthier, more productive, and sustainable work environment.

The findings of this study have several important implications from both academic and practical perspectives. Academically, this research contributes to the literature on HRM and organizational behavior by highlighting how innovative strategies can enhance employee engagement and retention in addressing the challenges of quiet quitting. This study also provides a new perspective on the role of technology in supporting more adaptive and responsive HRM policies that cater to the needs of the modern workforce. Practically, the main implication of this research is that organizations must begin adjusting their HRM policies to align with current employee trends and expectations. Implementing work flexibility policies, employee well-being programs, and performance-based reward systems can be effective strategies for retaining top talent. Additionally, companies should take a more proactive approach in leveraging technology to monitor employee engagement levels, helping to prevent quiet quitting before it escalates into a more significant issue.

Based on the findings of this study, several recommendations can be applied by companies in addressing the phenomenon of quiet quitting. First, companies need to strengthen a workplace culture that values a balance between productivity and employee well-being by implementing flexible work policies and mental health programs. Second, organizations should enhance performance-based reward systems to ensure that employee contributions are recognized and appropriately appreciated. Third, companies are advised to strengthen internal communication through more inclusive leadership, such as organizing regular discussion sessions between management and employees to foster openness and trust. Fourth, organizations can utilize technology, such as HR analytics, to identify patterns of employee engagement and design more effective intervention strategies. Fifth, companies should also provide opportunities for employee development through training and mentoring programs to keep employees motivated in their work.

Although this research provides valuable insights into strategies for addressing quiet quitting, several limitations should be considered. First, this study relies solely on secondary sources in the form of a literature review, which does not reflect empirical data from employees' direct experiences within organizations. Second, although this study refers to cases in various Indonesian companies, its findings may not be generalizable to all industries or types of organizations due to differences in workplace culture and HRM policies across companies. Third, this research does not discuss external factors that may influence quiet quitting, such as economic conditions, labor regulations, or industry trend shifts that may contribute to low employee engagement. Therefore, future research is recommended to conduct empirical studies using surveys or interviews with employees from various industrial sectors to gain a more comprehensive understanding of this phenomenon.

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