

Quiet quitting as a mediator of the effects of career development, job insecurity, and technology awareness on employee performance

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Abstract. *Employee performance is essential for organizational effectiveness in healthcare institutions. This study examines the effects of career development, job insecurity, and technology awareness on employee performance, with quiet quitting as a mediating variable. Data were collected from 107 employees of Prof. Dr. Margono Soekarjo Regional Public Hospital, Indonesia, and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings show that career development significantly improves employee performance and reduces quiet quitting, while quiet quitting negatively affects performance and mediates this relationship. Conversely, job insecurity and technology awareness have no significant effects. These findings support the Conservation of Resources Theory in healthcare organizations.*

Keywords: *career development, employee performance, job insecurity, quiet quitting, technology awareness*

I. INTRODUCTION

Organizational success is closely associated with employee performance because employees directly contribute to organizational productivity, service quality, operational efficiency, and long-term sustainability (Memon et al., 2023). Furthermore, employee performance represents an important indicator of workforce productivity, as it reflects employees' ability to generate optimal organizational outcomes through the effective utilization of available resources (Widodo & Yandi, 2022). Within healthcare organizations, employee performance is particularly important since it is strongly linked to the standard of healthcare services delivered to the community (Krijgsheld et al., 2022; Nuramalia et al., 2023). Consequently, hospitals need to foster and sustain employee performance in order to deliver healthcare services consistently and effectively. Furthermore, employee engagement contributes to improving work-life quality and achieving favorable performance outcomes (Hidayati et al., 2024; Lestari et al., 2024).

The rapid advancement of technology and the evolution of contemporary work systems

require hospitals to continuously adjust their operational processes and the delivery of services mechanisms (Asri et al., 2026; Suyitno et al., 2024). These developments are consistent with Indonesia's healthcare digital transformation agenda as outlined in the Minister of Health Decree No. HK.01.07/MENKES/1559/2022 regarding the implementation of Electronic-Based Government Systems in the Health Sector and the Healthcare Digital Transformation Strategy. Through this policy, healthcare institutions are encouraged to maximize the use of digital technologies to improve service delivery and organizational effectiveness. As a referral hospital, Prof. Dr. Margono Soekarjo Regional Public Hospital faces substantial service demands that require employees to work efficiently, accurately, and responsively within increasingly digitalized healthcare systems. Nevertheless, adapting to ongoing technological developments and evolving work procedures requires employees to continuously develop their competencies and acquire new skills. As a result, employees may experience greater work demands and fatigue, especially when high performance expectations must be fulfilled simultaneously.

As a referral hospital, Prof. Dr. Margono Soekarjo Regional Public Hospital faces high service demands, requiring employees to work efficiently, accurately, and responsively to technological advancements and digitalized service systems. However, adapting to continuously evolving technologies and work systems requires employees to learn new procedures and continuously enhance their competencies. These conditions may increase workload and contribute to fatigue, particularly when combined with high service demands.

When these conditions persist without sufficient organizational support, employees may become less engaged in their work, which can manifest as quiet quitting, in which individuals perform only the tasks formally required by their positions (Mahand & Caldwell, 2023). This phenomenon deserves attention because declining motivation and organizational commitment may adversely affect service quality and overall employee performance. As a workforce behavior, quiet quitting may gradually reduce organizational effectiveness, particularly in healthcare organizations that rely heavily on employee engagement.

To better understand the determinants of employee performance and quiet quitting behavior, this study examines three primary factors, namely career development, job insecurity, and technology awareness. These factors were selected because they are closely related to the hospital work environment, which is characterized by high service demands, continuously evolving work systems, and ongoing digital transformation processes.

One factor that is believed to influence employee performance is career development. Career development is an organizational strategy aimed at enhancing employee capabilities through various programs such as training, promotion, mentoring, and structured career planning (Hosen et al., 2024; Ismail et al., 2023). Effective career development can improve employees' skills, motivation, and commitment to work, thereby enhancing productivity and performance (Rulianti & Nurpibadi, 2023; Yasmin et al., 2024). Furthermore, well-structured career development initiatives may enhance employees' feeling of connection to the organization and reduce the likelihood of quiet quitting behavior (Lestari et al., 2024).

Beyond career development, employee performance may also be influenced by perceptions of job insecurity. Job insecurity reflects employees' worries about stability and continuity of their employment, which may influence both individual well-being and organizational outcomes (Angelis et al., 2021; Basyouni & Keshky, 2021; Hngoi et al., 2023). High levels of job insecurity may reduce employee motivation, decrease work engagement, and lower performance (F. Sun et al., 2022). Furthermore, such conditions may encourage quiet quitting, as employees tend to limit their contributions to the organization (Hasin et al., 2023; Priyono et al., 2023).

On the other hand, technology awareness has become an important factor in supporting employee performance, particularly in the healthcare sector, which is currently undergoing digital transformation. Technology awareness refers to employees' ability and readiness to

understand, accept, and utilize technology to enhance their productivity (Alsayouf et al., 2023; Kassa & Worku, 2025). Employees with a high level of technology awareness tend to adapt more easily to changes in work systems, thereby increasing work engagement and improving performance (Iskandar & Jayanto, 2022; Xu et al., 2025). However, the ongoing need to adapt to technological developments may create pressure that encourages employees to limit their contributions, potentially leading to quiet quitting (Winda & Laura, 2022).

Although numerous studies have explored the relationships among career development, job insecurity, technology awareness, quiet quitting, and employee performance, the findings remain inconclusive. Prior studies have reported that career development can improve employee performance, whereas other studies have found no significant relationship between the two variables (Kurnia et al., 2025; Rahayu et al., 2026; Sona et al., 2025). Similar inconsistencies have also been observed in studies examining the influence of job insecurity on employee performance (Kusmuni et al., 2024; Wyrwa, 2023; Zaskia et al., 2025). Likewise, evidence regarding the effect of technology awareness on employee performance remains mixed (Nurshinta et al., 2025; Setiawan & Septiowati, 2025).

In addition, previous studies examining the association between quiet quitting and employee performance have yielded inconsistent results. While several researchers reported a negative effect of quiet quitting on performance, others found no significant relationship between quiet quitting and performance (Ambarwati & M, 2026; Kim & Sohn, 2024; Satriawan et al., 2025). Research on quiet quitting remains relatively limited, particularly within healthcare organizations (Boy et al., 2026; Yıldız et al., 2024). Existing studies have predominantly treated quiet quitting as an outcome variable or investigated it alongside employee engagement and burnout (Wijaya et al., 2026). Consequently, its role as a mediating mechanism linking career development, job insecurity, and technology awareness to employee performance has received relatively little scholarly attention.

These inconsistencies and limitations in previous studies highlight the need for further research. In response to this gap, this study adds to the existing literature by examining quiet quitting as a mediating mechanism linking career development, job insecurity, and technology awareness to employee performance within the context of a hospital undergoing digital healthcare transformation. Unlike earlier studies that predominantly treated quiet quitting as a dependent variable, this research examines its role as an explanatory pathway by which organizational factors influence employee performance. Accordingly, this study contributes not only to the human resource management literature but also to workforce behavior research by explaining how quiet quitting functions as a behavioral mechanism linking organizational factors and employee performance. Therefore, this study investigates the effects of career development, job insecurity, and technology awareness on employee performance while also assessing the mediating role of quiet quitting among employees of Prof. Dr. Margono Soekarjo Regional Public Hospital.

II. LITERATURE REVIEW

2.1 Conservation of Resources Theory. Conservation of Resources (COR) Theory holds that people strive to acquire, maintain, and safeguard valuable resources, including material assets, favorable conditions, personal energy, and individual capabilities (Hobfoll, 1989). According to this theory, the consequences of losing resources are generally more substantial than the benefits gained from acquiring new resources, a concept known as resource loss primacy (Hobfoll, 1989; Susanti et al., 2023). Furthermore, COR Theory proposes that individuals allocate and use their available resources to prevent further losses, recover depleted resources, and sustain their current circumstances (Halbesleben et al., 2014; Hobfoll et al., 2018).

From the perspective of COR Theory, individuals seek organizational support to cope with work demands and achieve positive outcomes. Conversely, exhaustion and resource depletion may reduce employee performance, motivation, and enthusiasm for work (Rambe & Pareke, 2024). Nguyen et al. (2025) argue that career development can be interpreted as a resource investment that benefits individuals. In contrast, Hong et al. (2023) state that job insecurity may encourage individuals to reduce their effort to protect resources. Furthermore, Sun et al. (2025) explain that technological awareness serves as an important resource that mitigates workplace threats while supporting positive workforce behavior and productivity.

2.2 Employee Performance as an Organizational Outcome. Employee performance reflects the extent employees whom carry out their responsibilities in accordance with organizational standards, objectives, and expected outcomes (Oktavianingrum & Rofiqoh, 2025). From the perspective of workforce productivity, high employee performance contributes to better service quality, organizational effectiveness, and sustainable organizational performance (Triansyah et al., 2023). Furthermore, managerial support and effective performance management systems help sustain and enhance employee performance (Firdas et al., 2025; Pham et al., 2024). Therefore, employee performance is considered a key indicator of organizational effectiveness and success.

2.3 Hypothesis development. Career development represents an organizational effort to support employees in planning, managing, and progressing their professional careers (Wau & Purwanto, 2021). Previous studies by Ayuni et al. (2023) and Alvito et al. (2025) demonstrated that career development enhances employee performance through training opportunities and career advancement programs, which strengthen employee motivation and productivity. According to COR Theory, career development constitutes a form of resource investment that encourages employee engagement and improves performance. Therefore, more effective career development practices are expected to contribute to higher levels of employee performance. **H1:** Career development has a positive effect on employee performance.

Job insecurity threatens employees' job continuity, which may trigger stress, fatigue, and anxiety, ultimately affecting their performance (Adiyatma & Hasanati, 2025). This condition is reflected in employees' perceptions regarding job importance, threats to employment, potential job loss, and feelings of powerlessness (Amin & Pancasasti, 2021). Nahyan et al. (2025) and Ma et al. (2023) found that employees' perceived job security influences their productivity and performance. Furthermore, Koen and Bezouw (2021) explain that job insecurity may hinder focus and proactive behavior that are essential for performance. From the perspective of COR Theory, job insecurity is viewed as a threat to individual resources, leading employees to reduce work efforts as a strategy to preserve their remaining resources. Therefore, the higher the level of perceived job insecurity among employees, the lower their performance. **H2:** Job insecurity has a negative effect on employee performance.

Technology contributes significantly to organizational advancement, making employees' readiness to adapt an important concern (Hamid, 2022). Technology awareness encompasses technological, informational, functional, and managerial aspects that reflect individuals' capacity to understand and adapt to technological developments (Silvia et al., 2022). Zhao et al. (2025) argued that employees' interactions with technology influence how they assess their own capabilities and performance improvement efforts. Furthermore, Zhang et al. (2025) and Khalid et al. (2025) explained that technology awareness promotes innovation and productivity by enabling employees to adapt more effectively to workplace changes. Dunan and Jericho (2025) also emphasized that technological awareness can strengthen employee capabilities and improve performance. According to COR Theory, technology awareness is considered a valuable resource that helps employees cope with workplace demands more effectively.

Therefore, employees with greater technology awareness are expected to exhibit better performance. **H3:** Technology awareness has a positive effect on employee performance.

Quiet quitting describes a pattern of work behavior in which employees restrict their efforts to formally assigned responsibilities without exceeding minimum job expectations, resulting in lower productivity (Sitorus & Rahmawati, 2024). This behavior is reflected in reduced initiative, diminished motivation, and a reluctance to undertake additional work responsibilities (Toska et al., 2025). Studies by Galanis et al. (2025) and Afi (2025) suggest that quiet quitting may decrease employee productivity and potentially harm organizational performance over time. Therefore, greater levels of quiet quitting are likely to be associated with lower employee performance. **H4:** Quiet quitting has a negative effect on employee performance.

Career development opportunities positively influence employees' active involvement in their career growth and may affect their intention to engage in quiet quitting (Lestari et al., 2024). Sitorus and Rachmawati (2024) and Safarudin et al. (2024) found that managerial support perceived by employees can reduce quiet quitting behavior. Similarly, Xueyun et al. (2023) revealed that employees who feel valued and supported in their career development tend to avoid quiet quitting behavior. Therefore, the greater the organizational support, the less likely employees are to participate in quiet quitting. **H5:** Career development has a negative effect on quiet quitting behavior.

Employees experiencing job insecurity may attempt to preserve their well-being by reducing work effort and productivity, which can contribute to quiet quitting behavior (Hasin et al., 2023). Evidence from Lestari et al. (2024) and Sun et al. (2022) indicates that job insecurity encourages quiet quitting behavior and influences employees' attitudes toward work. Furthermore, Baquero (2022) suggested that job insecurity may predict quiet quitting behavior through psychological strain and resistance to change. Therefore, the more employees experience job insecurity, the stronger their tendency to engage in quiet quitting. **H6:** Job insecurity has a positive effect on quiet quitting behavior.

Technology awareness reflects how well employees understand and utilize technology in their work (Alsyouf et al., 2023; Iskandar & Jayanto, 2022; Kassa & Worku, 2025; Xu et al., 2025). The adoption of new technologies may increase employee stress due to the ongoing need to adapt to technological developments (Winda & Laura, 2022). Uygungil-Erdogan et al. (2025) found that anxiety related to technological advancements may trigger quiet quitting behavior, which is characterized by declining motivation and low work commitment. Consistent with these findings, Litan (2025) found that employees who struggle to understand and use technology may develop feelings of incompetence and heightened anxiety. Gupta and Banerjee (2025) and Kartika et al. (2025) further reported that anxiety related to technological developments significantly influences quiet quitting behavior. Conversely, employees with greater technological awareness are generally better able to adapt to technological changes, thereby reducing work-related anxiety and decreasing the likelihood of participating in quiet quitting (Alsyouf et al., 2023; Kassa & Worku, 2025). Therefore, the higher the level of technology awareness among employees, the lower their tendency to engage in quiet quitting. **H7:** Technology awareness has a negative effect on quiet quitting behavior.

Quiet quitting has the potential to generate organizational challenges and has recently attracted attention in workforce behavior research because it may reduce employee engagement and workforce productivity, particularly under excessive work demands (Patel et al., 2025). Uygunli-Erdogan et al. (2025) suggested that quiet quitting may function as a mediating factor through which various workplace conditions influence employee performance. From the perspective of the Conservation of Resources (COR) Theory, perceived threats to or losses of resources may encourage employees to withdraw effort and reduce work engagement as a means of preserving remaining resources. This response can manifest as quiet quitting behavior, which subsequently affects employee performance.

Career development represents one factor that may reduce quiet quitting behavior. Lestari et al. (2024) found that career development opportunities and organizational support help employees feel valued, thereby strengthening work engagement and reducing quiet quitting behavior. Similarly, Triansyah et al. (2023) emphasized that organizational support for employees' career growth can enhance productivity and performance. **H8:** Quiet quitting mediates the effect of career development on employee performance.

In contrast, job insecurity may contribute to quiet quitting behavior due to uncertainty and perceived threats that discourage employee engagement (Lestari et al., 2024). Sun et al. (2022) and Adiyatma and Hasanati (2025) emphasized that employees are experiencing job insecurity are more likely to reduce their work engagement in an effort to preserve their psychological resources. **H9:** Quiet quitting mediates the effect of job insecurity on employee performance.

Technology awareness may also influence employee behavior. Lestari et al. (2024) and Uygunli-Erdogan et al. (2025) found that rapid technological changes can create pressure and anxiety, which may trigger quiet quitting behavior and reduce employee commitment and productivity. **H10:** Quiet quitting mediates the effect of technology awareness on employee performance.

III. METHODS

This study used a quantitative approach using primary data collected through questionnaires to examine the proposed theoretical relationships among the research variables (Creswell, 2014). The study examined the effects of career development, job insecurity, and technology awareness on employee performance, with quiet quitting acting as a mediating variable among employees of Prof. Dr. Margono Soekarjo Regional Public Hospital.

The study population consisted of 797 employees based on employment status records as of July 2025 (Soekarjo, 2025). The number of samples was determined using the Slovin formula,

$$n = \frac{N}{1 + N(e)^2}$$

with a 10% margin of error. A 10% margin of error was selected because the study population was relatively homogeneous and drawn from a single organization, making this level of precision acceptable for exploratory social science research. Accordingly, the sample size was calculated as

$$n = \frac{797}{1 + 797(0,1)^2} = \frac{797}{8,97} = 88,85$$

which was rounded up to 89 respondents. Based on the recommendation of Overall et al. (2006), the sample size was increased by 20%, resulting in 107 respondents.

Respondents were selected using a purposive sampling method (Sugiyono, 2013). Eligible participants were civil servant employees of Prof. Dr. Margono Soekarjo Regional Public Hospital who had completed at least six months of employment and had participated in training programs. The minimum employment period of six months and prior training experience were established because respondents were considered to possess sufficient experience to understand organizational conditions and provide relevant assessments of the research variables. These criteria ensured that respondents had sufficient organizational experience to provide reliable evaluations of the research variables. The relationships among the variables were examined using Partial Least Squares Structural Equation Modeling (PLS-SEM) to analyze

the relationships among the variables and evaluate the mediating effects within the proposed research model.

IV. RESULTS AND DISCUSSION

4.1 Result. Respondent data were classified by gender, age, length of service, educational level, and work unit. The results indicated that the respondents were predominantly female (68.2%), aged over 35 years (65.4%), held a Diploma (D3) degree as their highest educational qualification (49.5%), and had more than six years of work experience (75.7%). In addition, most respondents worked in nursing and midwifery units (57%). These findings indicate that the majority of respondents were healthcare workers with relatively long work experience and were directly involved in hospital services.

Prior to conducting the outer model analysis, the measurement instruments were evaluated for validity and reliability. The validity evaluation covered both convergent and discriminant validity. Convergent validity assesses how well the indicators of a construct explain the construct being measured (Chinnaraju, 2025). Convergent validity was evaluated through the analysis of the loading factor and Average Variance Extracted (AVE) metrics. According to Hair et al. (2022), indicators are considered valid when the loading factor exceeds 0.70, while AVE values are considered acceptable when they are equal to or greater than 0.50. Reliability was further evaluated using Cronbach's Alpha and Composite Reliability (CR), both of which exceeded the recommended threshold of 0.70 (Hair et al., 2022). At the initial stage, several indicators with loading factors below the required threshold were gradually removed to improve the quality of the measurement model.

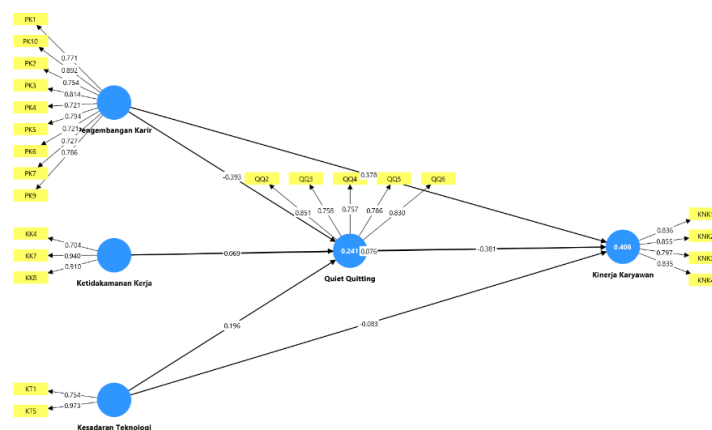


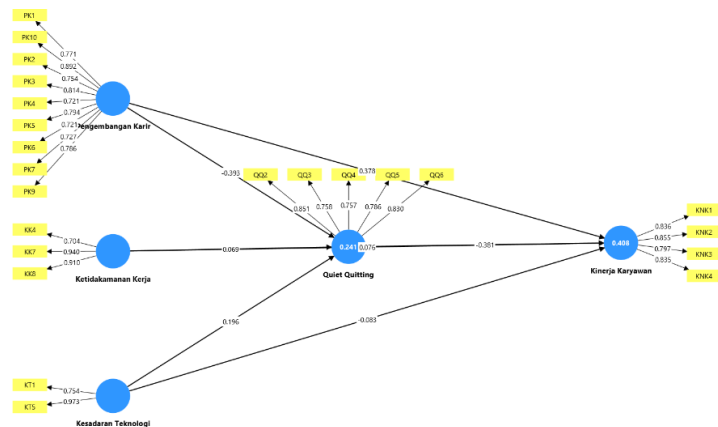
Figure 1. Results of the Path Diagram Analysis Using SmartPLS

Source: Data Processed Using PLS-SEM, 2026

Table 1. Average Variance Extracted (AVE), Cronbach's Alpha, and Composite Reliability Results

Variable	Cronbach's Alpha	Composite Reliability	AVE
Career Development	0.918	0.932	0.604
Job Insecurity	0.820	0.892	0.736
Technology Awareness	0.735	0.860	0.757
Employee Performance	0.851	0.899	0.691
Quiet Quitting	0.857	0.897	0.636

Source: Data Processed Using PLS-SEM, 2026



The results presented in indicate that all indicators in this study met the requirements for convergent validity. This is demonstrated by the loading factor values for all indicators exceeding 0.70 and the AVE values exceeding 0.50, indicating that the measurement model is valid (Hair et al., 2022). All variables showed Cronbach's Alpha and Composite Reliability values exceed the recommended 0.70 threshold, demonstrating acceptable reliability of the constructs. Next, discriminant validity was assessed to examine how well each construct is distinct from the others (Hair et al., 2022). The Fornell–Larcker criterion was used for this assessment.

Table 2. Validitas Diskriminan - Fornell-Larcke

Variable	TA (X3)	JI (X2)	EP (Y)	CD (X1)	QQ (Z)
Technology Awareness (X3)	0.870				
Job Insecurity (X2)	0.555	0.858			
Employee Performance (Y)	-0.176	-0.182	0.831		
Career Development (X1)	-0.086	-0.273	0.528	0.777	
Quiet Quitting (Z)	0.268	0.285	-0.544	-0.429	0.797

Source: Data Processed Using PLS-SEM, 2026

The assessment of discriminant validity showed that the square root of each construct's AVE was higher than its correlations with other constructs. Consistent with this finding, Hair et al. (2022) and Rasoolimanesh (2022) stated that a construct is considered to have adequate discriminant validity when it can be clearly distinguished from other constructs in the model. Therefore, all constructs were declared valid. After the validity and reliability requirements were met, the model fit was evaluated using the Standardized Root Mean Square Residual (SRMR).

Table 3. Model Fit Assessment Results

Indicator	Saturated Model	Estimated Model
SRMR	0.122	0.122

Source: Data Processed Using PLS-SEM, 2026

Based on Table 4.3, the SRMR is 0.122. This value exceeds the recommended threshold (<0.08) for model fit evaluation (Hair et al., 2022). However, because this study employed a prediction-oriented PLS-SEM approach, model evaluation was not based solely on the SRMR value but also on the validity, reliability, R-square, and path significance results (Hair et al., 2022). Therefore, despite the SRMR value exceeding the recommended threshold, the model remains acceptable for explaining the relationships among the research variables. Subsequently, inner model analysis was conducted to assess the model's explanatory power

and the relationships among the variables.

Table 4. R-square

Variable	R-square	R-square adjusted
Kinerja Karyawan	0.408	0.385
Quiet Quitting	0.241	0.219

Source: Data Processed Using PLS-SEM, 2026

Based on table 4, the adjusted R-square value for employee performance was 0.385, meaning that career development, job insecurity, technology awareness, and quiet quitting accounted for 38.5% of the variance in employee performance. In contrast, the remaining 61.5% was attributable to factors outside the model. Meanwhile, the adjusted R-square value for quiet quitting was 0.219, meaning that career development, job insecurity, and technology awareness accounted for 21.9% of the variance in quiet quitting, while the remaining 78.1% was attributable to factors beyond the scope of this study.

Based on the criteria proposed by Hair et al. (2022), employee performance was classified as moderate because its R-square value exceeded 0.25 but remained below 0.75, whereas quiet quitting is classified as weak. After all, its R-square value is below 0.25. The relatively low adjusted R-square value of quiet quitting indicates that this phenomenon is complex construct that cannot be fully explained by the variables included in this study. It may also be affected by additional factors, such as workload, job satisfaction, and work environment conditions, that were not incorporated into the research model (Galanis et al., 2025; Moisoglou et al., 2025; Sitorus & Rachmawati, 2024).

Table 5. Path Coefficient Analysis Results

Hypothesis	Original Sample	T-statistics	P-values	Decision
H1: Career Development → Employee Performance	0.378	3.528	0.000	Accepted
H2: Job Insecurity → Employee Performance	0.076	0.867	0.386	Rejected
H3: Technology Awareness → Employee Performance	-0.083	0.834	0.404	Rejected
H4: Quiet Quitting → Employee Performance	-0.381	4.114	0.000	Accepted
H5: Career Development → Quiet Quitting	-0.393	3.790	0.000	Accepted
H6: Job Insecurity → Quiet Quitting	0.069	0.574	0.566	Rejected
H7: Technology Awareness → Quiet Quitting	0.196	1.577	0.115	Rejected
H8: Career Development → Quiet Quitting → Employee Performance	0.150	2.642	0.008	Accepted
H9: Job Insecurity → Quiet Quitting → Employee Performance	-0.026	0.526	0.599	Rejected
H10: Technology Awareness → Quiet Quitting → Employee Performance	-0.075	1.476	0.140	Rejected

Source: Data Processed Using PLS-SEM, 2026

Based on the analysis results, career development has a positive and significant effect on employee performance ($\beta = 0.378$; $p = 0.000$), supporting H1. In contrast, job insecurity ($p = 0.386$) and technology awareness ($p = 0.404$) do not have significant effects on employee performance; therefore, H2 and H3 are rejected. Furthermore, quiet quitting has a negative and significant effect on employee performance ($\beta = -0.381$; $p = 0.000$), supporting H4.

In addition, career development has a negative and significant effect on quiet quitting ($\beta = -0.393$; $p = 0.000$), supporting H5. Conversely, job insecurity ($p = 0.566$) and technology awareness ($p = 0.115$) do not significantly affect quiet quitting; therefore, H6 and H7 are rejected. Regarding the mediation analysis, quiet quitting is found to mediate the effect of career development on employee performance ($\beta = 0.150$; $p = 0.008$), supporting H8. However, quiet quitting does not mediate the effects of job insecurity ($p = 0.599$) and technology awareness ($p = 0.140$) on employee performance; therefore, H9 and H10 are rejected.

4.2 Discussion. The Effect of Career Development on Employee Performance. Career development was found to have a positive and significant impact on employees performance, providing support for H1. This suggests that career development opportunities at Prof. Dr. Margono Soekarjo Regional Public Hospital contribute to improved employee performance. Participation in training programs, competency development activities, and promotion opportunities enables employees to strengthen the skills required to deliver healthcare services effectively and professionally (Hidayati et al., 2024; Hosen et al., 2024). Moreover, career development initiatives may enhance employee motivation because they signal the organization's commitment to supporting employees' professional growth (Alvito et al., 2025).

From the perspective of the Conservation of Resources (COR) Theory suggests that individuals are motivated to obtain and retain resources that support the achievement of desired outcomes. In this context, career development functions as an organizational resource that supports employees in enhancing their competencies and work effectiveness. Access to such resources encourages employees to invest greater effort in their work, which ultimately contributes to better performance outcomes. The results are also in line with previous studies conducted by Ayuni et al. (2023), Alvito et al. (2025), Seku and Andriyani (2023), and Muna and Isnawati (2022), which the study reported a positive correlation between career development and employee performance.

The Effect of Job Insecurity on Employee Performance. Job insecurity was found to have no significant effect on employee performance, so H2 was not supported. This may indicate that the level of job insecurity perceived by employees of Prof. Dr. Margono Soekarjo Regional Public Hospital is insufficient to influence their work performance. In addition, the professional responsibilities associated with healthcare services and the relatively high level of employment stability in public hospitals may encourage employees to maintain their performance despite experiencing uncertainty in the workplace (Krijgsheld et al., 2022).

From the perspective of Conservation of Resources (COR) Theory, perceived threats to resources do not necessarily result in reduced work effort. Individuals may instead invest additional resources to protect and preserve resources they consider valuable (Halbesleben et al., 2014; Hobfoll et al., 2018). Within the healthcare sector, employment is closely associated with professional responsibility and patient care, which may motivate employees to maintain their performance even when facing concerns about job security. This condition may explain why job insecurity did not have a notable impact on employee performance in this study. Similar results were reported by Angelis et al. (2021) and Zaskia et al. (2025), who found that job insecurity does not necessarily exert a direct influence on employee performance.

The Effect of Technology Awareness on Employee Performance. Technology awareness was found to have no notable impact on employee performance; thus, H3 was not supported. This suggests that employees' technological understanding and readiness are not necessarily reflected in higher performance. At Prof. Dr. Margono Soekarjo Regional Public Hospital, technology has become a routine element of work processes and service provision. Consequently, the use of technology is no longer a distinguishing factor among employees but rather a standard requirement for performing job responsibilities. As a result, variations in technology awareness may not be substantial enough to produce meaningful differences in employee performance.

According to COR Theory, technology represents a resource that can assist individuals in completing their work more effectively. However, when technology has become part of employees' daily work routines, it no longer serves as a primary factor that differentiates performance outcomes. This finding is supported by studies conducted by Apriliana and Kusdiyanto (2025), Aminah et al. (2021), and Niswati et al. (2022), which reported that technology utilization does not always have a direct influence on employee performance.

The Effect of Quiet Quitting on Employee Performance. Quiet quitting was shown to substantially harm employee performance, supporting H4. This implies that employees with stronger quiet quitting tendencies tend to exhibit lower performance. Quiet quitting is reflected in employees' tendency to limit their work efforts to responsibilities formally required by their positions without taking on additional tasks or initiatives (Sitorus & Rachmawati, 2024). In a hospital environment that requires teamwork, rapid responses, and a high level of service commitment, reduced work engagement may lead to lower employee performance.

According to COR Theory, individuals are motivated to preserve and accumulate resources that support their well-being and goal attainment (Hobfoll, 1989). When individuals perceive threats to their resources, they tend to limit their efforts to conserve their remaining energy and resources. At Prof. Dr. Margono Soekarjo Regional Public Hospital, this behavior may be reflected in employees' reduced involvement in activities beyond their primary job responsibilities. These conditions may contribute to understanding why employees with higher levels of quiet quitting behavior tend to exhibit lower performance. Similar results were reported by Galanis et al. (2025), Sitorus and Rachmawati (2024), and Afi (2025), who found that quiet quitting behavior can reduce employee productivity and performance.

The Effect of Career Development on Quiet Quitting. Career development was shown to significantly reduce quiet quitting, confirming H5. Employees who see more opportunities for career growth are less prone to quiet quitting. Perceived career development opportunities provide employees with confidence that the organization is concerned about their career growth (Xueyun et al., 2023).

According to the COR Theory, career development is regarded as an investment provided by the organization to employees. In addition, healthcare professionals and hospital employees need to continuously develop their skills and knowledge in order to deliver high-quality healthcare services. When Prof. Dr. Margono Soekarjo Regional Public Hospital provides adequate career development opportunities, employees are more likely to feel valued and perceive clear career prospects for the future. These circumstances may reduce employees' tendency to perform only the minimum required responsibilities. Similar evidence was reported by Lestari et al. (2024) and Safarudin et al. (2024), who found that career development can enhance work participation and lessen the tendency toward quiet quitting.

The Effect of Job Insecurity on Quiet Quitting. Job insecurity was found to have no significant effect on quiet quitting; therefore, H6 was not supported. This result suggests that the level of

job insecurity perceived by employees of Prof. Dr. Margono Soekarjo Regional Public Hospital is not sufficiently strong to trigger quiet quitting behavior. From the perspective of COR Theory, threats to resources may generate different responses among individuals. In this study, employees tended to maintain their work engagement as a means of protecting the resources they possessed, particularly their jobs and income.

Furthermore, employment in a hospital is not only related to income but is also associated with professional responsibilities in providing healthcare services to patients. Therefore, despite experiencing job insecurity, employees continue to perform their duties and responsibilities appropriately. These circumstances may explain why job insecurity does not directly encourage employees to engage in quiet quitting behavior. This finding suggests that job insecurity does not always lead employees to withdraw from their work through quiet quitting. Previous studies by Jeong and Kim (2022), Baquero (2022), and Okyere and Addai (2024) also indicated that the influence of job insecurity on work behavior often occurs indirectly through other organizational factors.

The Effect of Technology Awareness on Quiet Quitting. Technology awareness was found to have no significant effect on quiet quitting; therefore, H7 was not supported. This outcome implies that variations in employees' levels of technology awareness are not sufficient to explain differences in quiet quitting behavior among employees of Prof. Dr. Margono Soekarjo Regional Public Hospital. Furthermore, technology has become a routine component of work processes and service delivery within the hospital. Consequently, technological awareness may no longer be perceived as a distinguishing factor that influences employees' work engagement or their tendency to engage in quiet quitting behavior.

According to COR Theory, technology represents a resource that helps individuals perform their work more effectively (Hobfoll, 1989). However, when technology has become part of employees' daily work routines and is widely utilized throughout the organization, it no longer serves as a determining factor in quiet quitting behavior. These circumstances may explain the absence of a significant relationship between technology awareness and quiet quitting among employees of Prof. Dr. Margono Soekarjo Regional Public Hospital. Golz et al. (2021), Kräft et al. (2024), and Thunberg et al. (2024) similarly reported that employees with technological competence tend to adapt effectively to workplace demands.

The Effect of Career Development on Employee Performance through Quiet Quitting. Quiet quitting was identified as a mediating factor in the relationship between career development and employee performance, thus supporting H8. This implies that career development enhances employee performance both directly and indirectly by reducing employees' tendency to engage in quiet quitting. At Prof. Dr. Margono Soekarjo Regional Public Hospital, opportunities for training, competency development, and career advancement provide employees with clearer prospects for professional growth. Such opportunities may strengthen employees' attachment to their work and encourage them to contribute beyond the minimum requirements of their positions. As a result, lower levels of quiet quitting may help enhance employee performance.

According to COR Theory, career development is considered a resource provided by the organization to employees. When employees obtain such resources, they tend to invest their abilities and efforts to maintain and acquire greater resources in the future. These circumstances reduce employees' tendency to engage in quiet quitting and encourage them to remain actively involved in their work. Therefore, career development not only improves employees' work capabilities but also reduces their tendency to limit their work contributions. The reduction in quiet quitting behavior ultimately contributes to improved employee performance. Similar evidence was provided by Lestari et al. (2024), Triansyah et al. (2023),

Sitorus and Rachmawati (2024), and Xueyun et al. (2023), who showed that perceived career development opportunities can reduce quiet quitting and improve employee performance.

The Effect of Job Insecurity on Employee Performance through Quiet Quitting. Quiet quitting did not mediate the impact of job insecurity on employee performance, so H9 was not supported. This outcome indicates that the level of job insecurity perceived by employees was not sufficient to trigger quiet quitting behavior that could subsequently influence employee performance. Although employees may experience concerns regarding job security, they appear to maintain their work engagement and continue fulfilling their responsibilities. Consequently, the indirect pathway linking job insecurity to employee performance through quiet quitting was not supported in the present study.

According to COR Theory, individuals facing threats to their resources do not necessarily reduce their work engagement but may instead attempt to protect those resources by increasing their work efforts (Hobfoll, 1989). In addition, employees at Prof. Dr. Margono Soekarjo Regional Public Hospital are required to perform their duties and responsibilities professionally because their work is directly related to patient care. Therefore, despite experiencing feelings of job insecurity, employees are still expected to maintain their performance and fulfill their professional responsibilities. Similar observations were reported by Galanis et al. (2024) and Moisoglou et al. (2025), which emphasized that healthcare professionals are required to maintain performance and professionalism in providing healthcare services.

The Effect of Technology Awareness on Employee Performance through Quiet Quitting. Quiet quitting did not influence the relationship between technology awareness and employee performance outcomes; therefore, H10 was not supported. This implies that technology awareness does not indirectly influence employee performance through quiet quitting. Since technology has become an integral component of daily work processes within the hospital, variations in technology awareness may not be sufficient to affect employees' tendency to engage in quiet quitting. Consequently, the indirect effect of technology awareness on employee performance through quiet quitting was not supported in the present study.

Therefore, the mediating role of quiet quitting was not supported in this study. From the perspective of COR Theory, technology represents a resource that supports the completion of work activities. However, technology awareness did not significantly influence employee performance, either directly or through quiet quitting. At Prof. Dr. Margono Soekarjo Regional Public Hospital, technology has become an essential component of daily healthcare service activities. These circumstances suggest that technology is primarily perceived as a work-supporting tool rather than a factor influencing employee engagement. As a result, employees' level of technology awareness is insufficient to trigger quiet quitting behavior or influence employee performance through this mechanism. This finding is supported by studies conducted by Jeilani and Hussein (2025) and Stoumpos and Kitsios (2023), which reported that technology utilization in healthcare services has become an integral part of healthcare professionals' daily work processes.

V. CONCLUSION

The present study demonstrates that career development positively influences employee performance while reducing quiet quitting behavior. The results further show that quiet quitting serves as a mediating mechanism through which career development affects employee performance. In contrast, job insecurity and technology awareness were not found to have significant effects on either employee performance or quiet quitting behavior.

This study has several limitations. First, the research was carried out in only one hospital, which may limit the extent to which the findings can be generalized to other healthcare institutions. Second, the small sample size based on self-reported questionnaire data may increase the risk of response bias. In addition, the low R-square value for the quiet quitting construct suggests that the proposed model explains only a portion of the variance in quiet quitting behavior, indicating that other relevant factors may contribute to this phenomenon.

The findings suggest that hospitals should prioritize strengthening career development systems to improve employee performance while reducing quiet quitting behavior. This can be achieved by providing clear career pathways, conducting regular career evaluations, implementing mentoring programs, and offering equal access to training and professional certification. In addition, hospital management should integrate career development into human resource policies by strengthening communication, continuous training, and capacity-building programs to help employees adapt to organizational and technological changes while maintaining workforce productivity and service quality.

Future research should expand the scope of this study to include various organizations or sectors, enabling a more comprehensive understanding of the factors influencing employee performance. In addition, future research may incorporate other variables related to employee work behavior to provide a more complete explanation of employee performance and quiet quitting behavior.

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