

RESEARCH ARTICLE

Quiet quitting among Indonesian civil servants from a public service motivation perspective: A social media discourse analysis and literature review

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ABSTRACT

Background: Research on quiet quitting has been predominantly conducted in the private sector, while studies examining this phenomenon among Indonesian civil servants remain limited, particularly those employing the Public Service Motivation (PSM) perspective and qualitative approaches. This gap suggests that the unique structural characteristics of public bureaucracy may not be adequately explained by the generic frameworks developed from private-sector.

Purpose: This study aims to examine the phenomenon of quiet quitting among Indonesian civil servants through the lens of Public Service Motivation by synthesizing the existing literature and analyzing public discourse on social media.

Method: This study employed a qualitative descriptive-analytical approach. The primary data consisted of nineteen indexed scholarly references, while the secondary data comprised the top 798 comments purposively selected from 4,323 public comments on an Instagram post published by @birokrat.muda on 26 March 2026. After excluding non-substantive comments, 787 comments were analyzed using a netnographic approach and thematically mapped onto the four dimensions of Public Service Motivation.

Findings: The findings reveal that the themes receiving the highest public resonance were not necessarily the most frequently discussed. The theme of minimal discretionary effort received the highest average engagement (35.10 likes), followed by legal and administrative risks (26.48 likes) and perceived failures of the merit system (26.04 likes), all substantially exceeding the overall average of 12.29 likes. In contrast, the most frequent theme-avoidance of structural positions (19.6% of comments)-generated relatively low resonance (4.27 likes). Although work-life balance remained present as a generic antecedent commonly reported in private-sector literature, it was not the dominant concern in the Indonesian civil service discourse.

Implication: These findings show that quiet quitting among Indonesian civil servants is best understood as an erosion of the self-sacrifice and commitment to public interest dimensions of Public Service Motivation, reinforced by structural characteristics unique to the Indonesian bureaucratic system rather than merely reflecting the generic patterns identified in private-sector studies.

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INTRODUCTION

The phenomenon of *quiet quitting* has emerged as one of the most widely discussed workplace issues in the post-COVID-19 era, largely driven by conversations on social media platforms. Although the term gained global popularity only after the pandemic, scholars argue that the underlying behavior is not a new organizational phenomenon but rather a contemporary label for long-standing patterns of employee disengagement (Atalay & Dağıstan, 2024). Formica and Sfodera (2022) identified *quiet quitting* as one of the two major post-pandemic workforce paradigm shifts alongside the *Great Resignation*, emphasizing its implications for organizational management and human resource practices. Rather than representing employees' intention to resign, *quiet quitting* refers to the deliberate reduction of discretionary effort while continuing to fulfill only the minimum contractual responsibilities required by an organization (Karrani et al., 2024). Hamouche et al. (2023) further argued that this behavior shares conceptual similarities with work withdrawal, employee cynicism, and "*working to rule*," suggesting that *quiet quitting* reflects a broader psychological response to perceived organizational imbalance rather than a temporary social media trend.

The limited attention to *quiet quitting* in public administration is particularly significant because public employees perform functions that directly influence governance quality and public service delivery. To date, one of the few empirical studies focusing specifically on the public sector was conducted by Achour (2025), who examined the antecedents of *quiet quitting* among Tunisian civil servants using the Job Demands-Resources, Social Exchange, and Conservation of Resources frameworks. The study concluded that organizational recognition and workload constitute major predictors of *quiet quitting*, portraying the behavior as a rational adaptive response rather than a manifestation of generational attitudes or individual deviance (Achour, 2025). Nevertheless, existing empirical evidence remains predominantly quantitative, while qualitative investigations capable of exploring employees' perceptions and public narratives remain scarce. Consequently, additional evidence from non-Western public-sector contexts is required to broaden the theoretical and practical understanding of this phenomenon.

In Indonesia, discussions concerning *quiet quitting* among civil servants gained public attention after an Instagram post published by @birokrat.muda on 26 March 2026 regarding the declining willingness of State Civil Apparatus (ASN) employees to pursue structural leadership positions. The discussion generated 4,323 public comments, of which

the most substantial comments were selected as qualitative data for this study. Unlike narratives commonly reported in private-sector literature, the Indonesian discourse extends beyond work-life balance or employee well-being to include concerns about legal accountability, administrative sanctions, corruption, collusion, nepotism, political intervention, and the perceived failure of the merit system. These issues show that *quiet quitting* among Indonesian civil servants may be shaped by institutional factors that are not sufficiently explained by conceptual frameworks developed primarily from private-sector organizations. Considering that ASN occupies a strategic role in delivering public services and implementing government policies, a decline in employees' willingness to contribute discretionary effort may have broader implications for bureaucratic effectiveness, governance quality, and public trust.

An appropriate theoretical perspective for examining this issue is Public Service Motivation (PSM). Unlike theories such as Job Demands-Resources or Social Exchange Theory, which primarily explain employee behavior through organizational resources, workload, or reciprocal relationships, PSM focuses specifically on the motivational foundations that encourage public employees to contribute beyond their formal job requirements in pursuit of the public interest. Because quiet quitting is fundamentally characterized by the withdrawal of discretionary effort rather than the abandonment of contractual duties, PSM provides a particularly relevant framework for examining whether such behavioral changes reflect an erosion of public service-oriented motivation among Indonesian civil servants. Moreover, the institutional role of ASN as public servants distinguishes their motivational context from that of private-sector employees, making a public administration-specific theory more appropriate than generic organizational behavior frameworks.

Public Service Motivation (PSM), originally conceptualized by [Perry and Wise \(1990\)](#), refers to an individual's predisposition to respond to motives grounded primarily in public institutions and the pursuit of societal welfare. [Perry \(1996\)](#) subsequently operationalized PSM into four widely recognized dimensions: attraction to policy making, commitment to the public interest, compassion, and self-sacrifice. Subsequent studies consistently have shown that PSM encourages prosocial behavior, organizational citizenship, and voluntary contributions that extend beyond formal job requirements ([Pandey et al., 2008](#); [Andersen et al., 2013](#); [Piatak & Holt, 2020](#); [Vogel, 2022](#)). Experimental evidence further shows that individuals with stronger PSM exhibit greater willingness to make personal sacrifices for collective welfare, although such willingness may decline under conditions involving substantial personal risk ([Heine et al., 2022](#)). Within the Indonesian context, studies by [Setijaningrum et al. \(2023\)](#), [Balqis et al. \(2025\)](#), and [Cahya and Afifah \(2026\)](#) confirm that PSM remains an important determinant of public employees' commitment despite bureaucratic

constraints and institutional challenges. However, none of these studies explicitly examine whether the erosion of PSM contributes to quiet quitting, nor do they integrate public discourse on social media into their analytical framework.

The existing literature on quiet quitting has developed along three major streams. First, conceptual and empirical studies have primarily examined quiet quitting within private-sector organizations, focusing on antecedents such as burnout, workload, work-life balance, organizational support, and employee well-being (Formica & Sfodera, 2022; Hamouche et al., 2023; Atalay & Dağistan, 2024; Karrani et al., 2024).

Second, the limited public-sector literature has largely relied on quantitative survey approaches and generic organizational behavior frameworks, such as the Job Demands-Resources model, Social Exchange Theory, and Conservation of Resources Theory, to explain quiet quitting as a response to organizational conditions (Achour, 2025). Third, studies of Public Service Motivation have extensively examined factors that encourage public employees to engage in prosocial behavior, organizational citizenship, and discretionary effort, yet have rarely explored whether the erosion of these motivational dimensions may contribute to quiet quitting behavior (Pandey et al., 2008; Andersen et al., 2013; Piatak & Holt, 2020; Vogel, 2022). Consequently, the current state of knowledge remains fragmented, as quiet quitting research has rarely been connected to Public Service Motivation, particularly within the context of Indonesian public administration. This gap is significant because the institutional environment of Indonesian bureaucracy, including concerns regarding legal accountability, meritocracy, and bureaucratic politics, may shape employee disengagement differently from the organizational factors commonly identified in private-sector studies.

Methodologically, the present study adopts netnography to examine digital public discourse surrounding *quiet quitting*. Kozinets (2010) defined netnography as an adaptation of ethnographic inquiry for investigating cultures and communities that emerge through computer-mediated communication. The approach has increasingly been applied to organizational and workplace research because it enables researchers to capture naturally occurring online interactions that reflect collective perceptions and experiences. A closely related precedent was provided by Kour and Parrey (2026), who employed netnography to analyze LinkedIn discussions on *quiet quitting* across multiple countries and identified diverse ethical perspectives and generational differences regarding the phenomenon. Nevertheless, their investigation focused on international LinkedIn users rather than Indonesian public servants and did not employ PSM as the primary analytical framework. Furthermore, Indonesian scholars have showed the applicability of netnography and descriptive-analytical qualitative methods for examining online discourse (Darmalaksana,

2020, 2022; Wibisono & Darmalaksana, 2022), providing methodological guidance for the present research.

Against this background, this study seeks to answer the following research question "*How can the phenomenon of quiet quitting among Indonesian State Civil Apparatus (ASN) employees be understood through the perspective of Public Service Motivation based on scientific literature and social media discourse?*". To address this question, the study employs a descriptive qualitative design that combines a literature review with netnographic analysis of Instagram discussions concerning ASN. The originality of this study lies at the intersection of three research gaps, first, previous investigations of *quiet quitting* in the public sector have been predominantly quantitative and rarely focused on Indonesian ASN, second, studies of PSM in Indonesia have not explicitly linked declining public service motivation with *quiet quitting*, and third, netnographic approaches to *quiet quitting* have been implemented in international workplace settings but not within Indonesian public administration. Accordingly, this study contributes theoretically by extending *quiet quitting* literature into the field of public administration through the lens of Public Service Motivation and contributes practically by providing preliminary insights for Indonesian public-sector institutions, including the National Civil Service Agency, the Ministry of Administrative and Bureaucratic Reform, and the National Institute of Public Administration, in designing performance management policies that address context-specific institutional challenges rather than relying solely on generic organizational explanations.

METHODS

This study employed a qualitative research approach using a descriptive-analytical design to develop a conceptual understanding of *quiet quitting* among Indonesian State Civil Apparatus (ASN) employees through the perspective of Public Service Motivation (PSM). The methodological framework followed the descriptive-analytical approach proposed by Darmalaksana (2020), while the procedures of data inventory, classification, and analytical synthesis were conducted according to Darmalaksana (2022). Rather than functioning as a conventional netnographic study in which social media constitutes the primary empirical source, this research was designed predominantly as a literature-based investigation supplemented by digital public discourse. Consequently, indexed scientific literature served as the principal source for theoretical synthesis, whereas social media data were incorporated to examine the empirical resonance of the conceptual framework within the Indonesian bureaucratic context. This combination was adopted because the literature review enabled the development of a theoretically grounded conceptual framework, whereas the netnographic data provided naturally occurring public discourse that allowed the researchers to assess whether the theoretical propositions were reflected in the

Indonesian bureaucratic context. Accordingly, the study is methodologically positioned as a qualitative descriptive-analytical literature-based investigation, with netnography serving as a complementary contextual validation rather than as an independent empirical research design. This methodological configuration differs from pure netnography because the analytical emphasis remained on theoretical integration, while online discourse functioned as complementary evidence for contextual interpretation. Since the study adopted a qualitative paradigm, it did not formulate or statistically test hypotheses but was instead guided by a working assumption that *quiet quitting* among Indonesian civil servants represents an erosion of the self-sacrifice and commitment to public interest dimensions of Public Service Motivation, triggered by general organizational factors identified in previous *quiet quitting* literature ([Formica & Sfodera, 2022](#); [Hamouche et al., 2023](#); [Atalay & Dağistan, 2024](#); [Karrani et al., 2024](#)) and reinforced by institutional characteristics specific to Indonesia's public bureaucracy.

The empirical component of the study consisted of public discussions extracted from Instagram through a purposive sampling strategy consistent with the principles of netnography, which prioritize information-rich research sites over statistical representativeness ([Kozinets, 2010](#)). The Instagram account *@birokrat.muda* was selected because it consistently publishes content concerning Indonesian civil service issues, bureaucratic reform, and public employment policies, thereby ensuring thematic relevance to the research objectives. Although the identities and occupational status of individual commenters could not be independently verified, the account specifically targets discussions on Indonesian civil service issues and is followed by a community with a strong interest in public administration, making it an appropriate setting for examining public discourse surrounding ASN. Accordingly, this study does not claim that all comments were written by civil servants; rather, it analyzes a digital discourse in which perspectives associated with Indonesian civil service issues are prominently articulated. In addition, the account is administered by an active Indonesian civil servant, a characteristic that contributes to an audience composed largely of civil servants, public employees, and individuals directly engaged with public administration issues. The selection of a single Instagram post as a critical case was based not only on its exceptionally high level of engagement but also on its direct relevance to the central phenomenon under investigation, the reluctance of civil servants to pursue structural leadership positions. Within qualitative case-oriented research, such information-rich critical cases are considered appropriate for generating conceptual insights rather than statistical generalizations. To reduce potential bias associated with Instagram's ranking algorithm, the findings were interpreted as context-specific public discourse and triangulated with indexed scholarly literature instead of being treated as representative evidence of the entire Indonesian civil service population.

Preliminary exploration of comparable Instagram accounts, including official government institutions such as the National Civil Service Agency (BKN) and the Ministry of Administrative and Bureaucratic Reform (KemenPANRB), revealed substantially lower levels of public engagement and limited substantive discussion regarding *quiet quitting*. By contrast, the Instagram post published on 26 March 2026 concerning the reluctance of civil servants to pursue structural leadership positions generated approximately 41,500 likes, 15,000 shares, and 4,323 public comments, representing the highest level of engagement identified during the exploratory stage. This exceptional interaction volume provided an objective basis for selecting the post as a critical case rather than reflecting researcher preference for a particular account. The decision to focus on Instagram instead of other social media platforms, such as X, was likewise based on preliminary field observations showing that discussions concerning civil servants' reluctance to assume structural positions were considerably more active on Instagram during the observation period. Nevertheless, this observation should be interpreted as a practical consideration rather than evidence derived from a comprehensive cross-platform media analysis, and therefore does not imply that Instagram represents the dominant discussion platform in all contexts.

Two categories of qualitative data were incorporated into the analysis. The primary data comprised nineteen indexed scholarly references, including peer-reviewed journal articles and one methodological monograph, addressing five major areas-the conceptualization of *quiet quitting*, empirical studies of *quiet quitting* in the public sector, netnographic methodology, Public Service Motivation, and the Indonesian merit system within bureaucratic reform. The references were selected purposively based on their direct relevance to the research objectives rather than their quantity. To be included, studies had to be indexed in reputable academic databases, address one or more of the five conceptual domains underpinning this study, and provide substantial theoretical, empirical, or methodological contributions. Publications that were duplicated across databases, lacked direct relevance to the research focus, or provided only peripheral discussion were excluded from the primary analytical corpus. These substantive references excluded three methodological works by [Darmalaksana \(2020, 2022\)](#) and [Wibisono and Darmalaksana \(2022\)](#), which informed the analytical procedures rather than the theoretical framework, resulting in a total bibliography of twenty-two references. The secondary data consisted of the selected Instagram post together with the 798 highest-ranked comments displayed by Instagram's default "Top Comments" algorithm from a total of 4,323 public comments. Following data screening, 787 comments containing meaningful thematic content were retained for substantive analysis, whereas 11 comments lacking analytical relevance were excluded. Literature was collected through searches conducted in Google Scholar, Garuda, Scopus-indexed journals, Crossref, DOAJ, Emerald, Taylor & Francis, and other reputable

academic databases using combinations of keywords including *quiet quitting*, *Generation Z*, *civil servant*, *public sector*, *Public Service Motivation*, *ASN*, and *netnography*. Social media data were documented without researcher intervention according to Instagram's default ranking system, acknowledging that the platform's algorithm may prioritize comments receiving higher levels of interaction or perceived relevance. Accordingly, the selected comments should be interpreted as highly visible and socially resonant public discourse rather than as statistically representative opinions of Indonesian civil servants. This sampling strategy was considered appropriate for the netnographic objective of examining prominent online narratives; however, it may underrepresent less-engaged viewpoints. To enhance credibility, the interpretation of social media data was triangulated with indexed scholarly literature, and the findings are presented as context-specific qualitative insights rather than statistically generalizable conclusions. Consequently, the resulting corpus should not be interpreted as a statistically random sample but rather as the publicly visible discourse most prominently promoted by the platform at the time of data collection. Consistent with ethical principles governing online research, only voluntarily published public comments were analyzed, all user identities were anonymized, and no interaction or intervention with participants occurred throughout the research process (Kozinets, 2010).

The collected data were analyzed using complementary procedures appropriate for each data source while maintaining an integrated analytical framework. The literature corpus was examined through the stages of inventory, classification, and analytical synthesis proposed by Darmalaksana (2022). Initially, all findings extracted from the nineteen indexed references were systematically inventoried and subsequently classified into six conceptual domains, namely the conceptualization of *quiet quitting*, empirical evidence from the public sector, netnographic methodology, Public Service Motivation theory, Public Service Motivation within the Indonesian civil service, and the merit system in Indonesian bureaucratic reform. Comparative synthesis was then undertaken to identify convergent findings, theoretical inconsistencies, and unresolved research gaps that informed the conceptual position of the present study. The social media corpus was analyzed using thematic analysis supported by a hybrid three-stage coding strategy specifically developed for this research. The first stage employed an iterative keyword dictionary constructed through repeated readings of the data and was applied to approximately 60% of the comments. The second stage consisted of semantic interpretation of comments that were not captured by the keyword dictionary and accounted for approximately 30% of the dataset. Finally, approximately 9% of the comments containing only phatic expressions, user tagging, or brief affirmations without substantive thematic content were separated from the principal thematic analysis to avoid inflating the frequency of analytical categories.

To enhance analytical rigor, semantic interpretation during the second coding stage was initially supported by an artificial intelligence-assisted coding tool as an auxiliary analytical tool before being manually reviewed by the researcher. The AI-assisted coding tool was used solely to facilitate the preliminary semantic interpretation of comments that were not captured by the keyword dictionary and did not perform the final coding or analytical decisions. Each AI-assisted classification was compared with the predefined operational definitions showed in Table 1 and subsequently verified through repeated close reading of the original comments to ensure conceptual consistency before being accepted or revised. Every AI-assisted classification was subsequently audited through close reading, and no classification inconsistencies were identified within the audited sample. Nevertheless, the study acknowledges that this verification process was conducted by a single researcher and was not accompanied by formal inter-coder reliability statistics, such as Cohen's Kappa; consequently, coding precision should be interpreted as the outcome of a documented manual audit rather than independent coder consensus. To minimize researcher subjectivity despite the absence of formal inter-coder reliability, the coding process followed predefined operational definitions, iterative comparison of similar comments, systematic documentation of coding decisions, and continuous cross-checking between the literature-derived conceptual framework and the empirical data. The trustworthiness of the study followed the four criteria proposed by [Lincoln and Guba \(1985\)](#), namely credibility, transferability, dependability, and confirmability. Credibility was strengthened through source triangulation between indexed scholarly literature and naturally occurring public discourse, together with manual verification of thematic coding. Transferability was intentionally limited because the study adopted a single critical case rather than multiple cases, implying that the findings should be interpreted as context-dependent rather than statistically generalizable. Dependability was maintained by documenting every stage of data collection, coding, and analytical interpretation, whereas confirmability was supported by explicitly acknowledging methodological limitations, including algorithmic bias in Instagram's comment ranking and the absence of formal inter-coder reliability testing. Guided by the conceptual contributions of [Formica and Sfodera \(2022\)](#), [Hamouche et al. \(2023\)](#), [Atalay and Dağistan \(2024\)](#), [Karrani et al. \(2024\)](#), [Achour \(2025\)](#), [Perry and Wise \(1990\)](#), [Perry \(1996\)](#), [Andersen et al. \(2013\)](#), [Pandey et al. \(2008\)](#), [Piatak and Holt \(2020\)](#), [Vogel \(2022\)](#), [Heine et al. \(2022\)](#), [Setijaningrum et al. \(2023\)](#), [Balqis et al. \(2025\)](#), [Cahya and Afifah \(2026\)](#), [Aswin Maysura \(2025\)](#), and the methodological contributions of [Kozinets \(2010\)](#), [Wibisono and Darmalaksana \(2022\)](#), and [Kour and Parrey \(2026\)](#), this study adopted a working assumption that *quiet quitting* among Indonesian civil servants reflects the erosion of the self-sacrifice and commitment to public interest dimensions of Public Service Motivation, intensified by institutional factors such as perceived legal risk, bureaucratic

constraints, and deficiencies in the implementation of the merit system. Rather than statistically testing this assumption, the analysis sought to examine its explanatory relevance through qualitative synthesis of scientific literature and naturally occurring digital discourse. Table 1, shows operational definition on this study.

Table 1.

Operational Definitions of Thematic Codes Used in the Netnographic Analysis

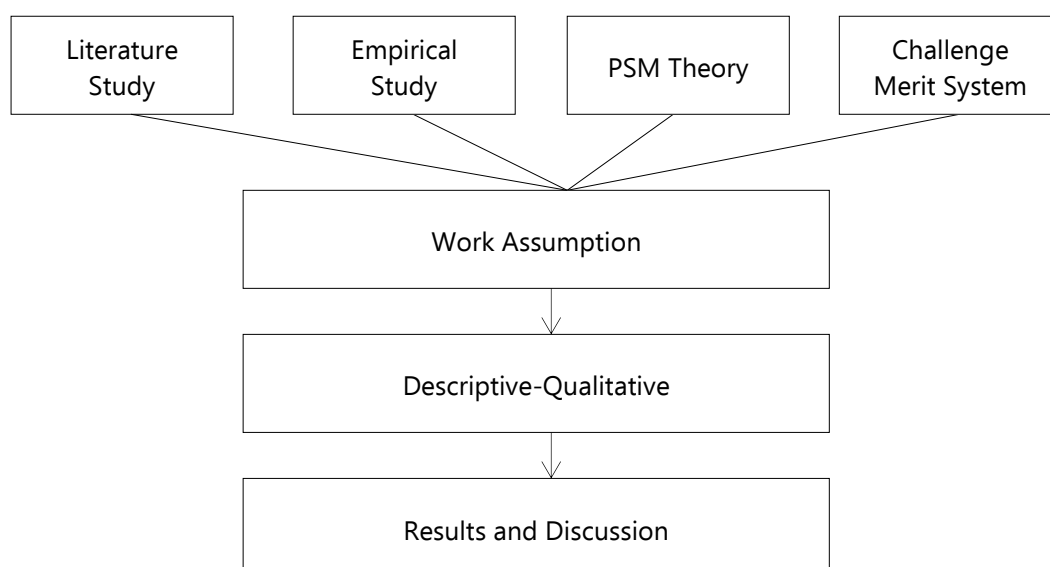
Code	Operational Definition
Avoid_Structural	Reluctance to pursue structural or managerial positions and preference for functional career pathways.
Corruption_Politics	References to corruption, collusion, nepotism, office politics, political intervention, and perceived failures of the merit system.
Legal_Risk	Expressions showing concern about legal liability, audits, investigations, or administrative sanctions associated with leadership positions.
Work_Life_Health	Discussions related to work-life balance, psychological well-being, physical health, or stress management.
Reward_Disparity	Perceived imbalance between salary, incentives, responsibilities, occupational risks, and workload.
Minimum_Effort	Statements reflecting performance limited to formal job responsibilities, working strictly according to salary or official duties, and behaviors representing the core characteristics of <i>quiet quitting</i> .
Disillusionment	Feelings of disappointment, declining organizational commitment, loss of enthusiasm, or reduced loyalty toward the bureaucracy.
Meaning_Reorientation	Reconsideration of personal priorities, life purpose, family values, or spiritual and existential motivations.
Counter_Narrative	Comments rejecting, questioning, or presenting alternative interpretations of the <i>quiet quitting</i> phenomenon.
Reform_Demand	Calls for bureaucratic reform, institutional improvement, or stronger implementation of merit-based governance.
Generational_Conflict	Perceptions of tension between younger and senior generations within public organizations, particularly regarding leadership practices.

Code	Operational Definition
Non_Thematic_Reaction	Brief affirmations, tags, emojis, or phatic expressions that do not contribute substantive thematic information.
Other_Substantive	Substantive comments containing unique issues that could not be classified under the preceding thematic categories.

Figure 1 shows the analytical framework underpinning this study. The framework integrates four complementary streams of literature: (1) conceptual and empirical studies on *quiet quitting* (Formica & Sfodera, 2022; Hamouche et al., 2023; Atalay & Dağistan, 2024; Karrani et al., 2024; Achour, 2025); (2) Public Service Motivation theory (Perry & Wise, 1990; Perry, 1996; Andersen et al., 2013; Pandey et al., 2008; Piatak & Holt, 2020; Vogel, 2022; Heine et al., 2022); (3) empirical studies of Public Service Motivation in the Indonesian public sector (Setijaningrum et al., 2023; Balqis et al., 2025; Cahya & Afifah, 2026); and (4) studies on Indonesia's merit system and bureaucratic reform (Aswin Maysura, 2025). These four streams collectively inform the study's working assumption that *quiet quitting* among Indonesian State Civil Apparatus employees reflects the erosion of the *self-sacrifice* and *commitment to public interest* dimensions of Public Service Motivation, reinforced by institutional conditions unique to Indonesia. The conceptual assumption is subsequently examined through qualitative synthesis of indexed literature and netnographic analysis of Instagram discourse (Kozinets, 2010; Kour & Parrey, 2026).

Figure 1.

Conceptual Framework of the Study



RESULT

The thematic analysis of 787 substantive Instagram comments identified thirteen thematic codes, consisting of twelve principal themes and one residual category. Across the entire dataset, comments received an average engagement of 12.29 likes, showing varying levels of social resonance among different discussion topics. Table 2 shows the distribution of thematic frequencies together with their average number of likes, allowing comparison between the prevalence of each topic and the relative level of user engagement associated with individual narratives. In this study, the average number of likes was used solely as a supplementary indicator of social resonance rather than as direct evidence of public agreement or representativeness, acknowledging that engagement levels may be influenced by Instagram's recommendation algorithm and other platform-specific factors. While frequency shows how often a particular issue was discussed, average likes provide complementary information regarding the visibility and audience engagement of specific narratives within the analyzed online discussion and should therefore be interpreted cautiously alongside the thematic frequencies rather than as an independent measure of public opinion.

Table 2.

Distribution of Thematic Codes and Average Social Resonance in the @birokrat.muda Discussion

Thematic Code	Related PSM Dimension	<i>n</i>	%	Average Likes
Avoidance of structural positions	Self-Sacrifice / Attraction to Policy Making	154	19.6	4.27
Non-thematic (phatic) responses	Not analytically relevant	125	15.9	0.22
Corruption, collusion, nepotism, and office politics	Commitment to Public Interest	121	15.4	26.04
Legal and audit risks	Self-Sacrifice	95	12.1	26.48
Work-life balance and health	Compassion / Self-Sacrifice	92	11.7	16.82
Reward disparity	Self-Sacrifice	48	6.1	4.79
Minimum effort (<i>core quiet quitting</i>)	Self-Sacrifice	42	5.3	35.10

Thematic Code	Related PSM Dimension	<i>n</i>	%	Average Likes
Organizational disillusionment	Commitment to Public Interest	37	4.7	0.41
Reorientation of life meaning	Compassion	26	3.3	0.65
Counter-perspectives	Comparative category	24	3.0	0.83
Calls for bureaucratic reform	Commitment to Public Interest	13	1.7	0.92
Generational conflict	Attraction to Policy Making	8	1.0	0.25
Other substantive comments	Residual category	2	0.3	1.00

Source: Compiled from the coded dataset 787 substantive Instagram comments, 26 March 2026.

Avoidance of Structural Positions and Career Reorientation

The most frequently occurring thematic code was avoidance of structural positions, accounting for 154 comments (19.6%) of the substantive dataset. This theme consisted of comments expressing reluctance to pursue managerial or structural positions and preferences for functional career pathways, career stability, or alternative personal priorities. Comments were classified under this theme when participants explicitly rejected or questioned the desirability of structural leadership positions.

One commenter explained that the reluctance to pursue a structural position was a deliberate career choice rather than an unwillingness to work:

"I am personally not ambitious for a structural position. After six years of working according to my passion, becoming a ministerial photographer is what I consider the peak of my career as an ASN."

Another commenter associated the avoidance of structural positions with perceptions that career opportunities were already controlled by particular groups:

"Another reason is that I am reluctant to compete because many positions have already been allocated to certain groups. Those outside the groups are only there as complements."

A similar perspective was expressed by another participant who questioned the value of pursuing greater career ambition in a system perceived to favor personal connections: *"Too many people get promoted through connections, so why bother torturing yourself with work? Just work reasonably."*

These comments show that avoidance of structural positions was not expressed merely as a preference for a less demanding career. Rather, participants frequently connected their career choices with perceptions of the institutional environment

surrounding promotion, competition, and leadership positions. The Avoidance of Structural Positions code therefore captures a behavioral preference for limiting career advancement, while its relationship with other codes shows that this preference was often embedded in broader concerns about the bureaucratic system.

Corruption, Nepotism, Office Politics, and Perceived Merit-System Failure

The second major theme concerned corruption, collusion, nepotism, office politics, and perceived failures of the merit system. This thematic code appeared in 121 comments (15.4%). Comments were classified under this theme when participants referred to personal connections, political intervention, nepotism, unofficial payments, or perceptions that merit and competence were less influential than informal networks in career advancement.

One commenter directly connected declining motivation with disappointment in the merit system:

"There is another 'why' factor, namely disappointment with the system. Meritocracy is not appreciated, while collusion, corruption, and nepotism are prioritized. Eventually, people lose their passion and seek peace of mind."

Another participant described the perceived pathways to obtaining leadership positions in highly critical terms:

"If you want to become an official, you have to choose one of three paths: being a sycophant, bribery, or nepotism/family/connections. If you do not use one of these paths, you will not become an official."

The connection between merit-system concerns and career decisions was also evident in another comment:

"The merit system is only a figure of speech. The risks are high and there is dirty political maneuvering (corruption, collusion, and nepotism). The salary and allowances of functional positions are not much different, but the burden is lower than structural positions, and a lot of time is spent outside the home because of meetings, leaving the family neglected."

These comments show that perceptions of corruption, nepotism, and weak meritocracy were not discussed solely as abstract institutional problems. Participants connected these concerns directly with their willingness to compete for positions, their perceptions of career advancement, and their decisions to limit professional ambition. The coding therefore captured both the institutional concern itself and its relationship with employees' career-related choices.

Legal, Audit, and Administrative Risks

Legal and administrative risks constituted another prominent theme, accounting for 95 comments (12.1%). Comments were classified under Legal Risk when participants

expressed concerns about audits, investigations, criminalization, administrative sanctions, personal accountability, or other risks associated with holding positions of authority.

One commenter explicitly associated leadership positions with concerns about personal integrity, audits, and reciprocal obligations resulting from promotion:

"It is simple. I just want to live honestly. I do not want to think about paying tribute to superiors. I do not want to be audited by BPK, Korsupgah, or the Inspectorate, and I do not want to have reciprocal debts of gratitude to those who promoted me."

Another participant emphasized the perceived vulnerability of officials to external pressure: *"It is too easy to become a target of extortion by various parties, from NGOs, journalists, and mass organizations to certain parties."*

A similar concern was expressed by another commenter: *"What is discouraging is criminalization; it depends on whether you have someone backing you or not."*

These comments show that reluctance toward structural positions was sometimes constructed as a form of risk avoidance. Rather than describing reduced ambition solely in terms of workload or personal preference, participants associated leadership positions with potential legal, administrative, and accountability consequences. The Legal Risk theme therefore represents an institutional dimension of the discourse that extends beyond conventional individual-level explanations of reduced work engagement.

Work-Life Balance, Family, and Personal Well-Being

Work-life balance and health appeared in 92 comments (11.7%). This theme included references to family time, psychological well-being, physical health, stress, personal hobbies, and the desire to maintain a balanced life. Comments were classified under this theme when participants explicitly connected employment choices, career decisions, or work effort with personal and family well-being.

One commenter described work-life balance as an important benefit of remaining in a less demanding career position:

"As a mother with a young child working as an ASN, having work-life balance is a privilege that I am very grateful for. Nothing compares with coming home from work on time and being able to spend time with my child, play padel, and pursue other hobbies."

Another participant emphasized the value of family time over career advancement:

"I already have a fixed monthly income, and the rest of the time can be used for business, and I have more time for my children, wife, and family. Sometimes I think

about early retirement if financial freedom is achieved. Just enjoy what we have now; positions are temporary, while time with children and family cannot be bought."

The connection between limiting work effort and maintaining family life was also visible in another comment: *"Work as much as necessary. There is not much to pursue. Enjoy time with your family."*

These comments show that work-life balance was not always expressed as an isolated concern. In several instances, participants explicitly connected family and personal well-being with decisions to avoid additional responsibilities or limit work effort. Thus, the Work-Life/Health code captures a broader orientation toward maintaining personal well-being within the context of career and work decisions.

Minimum Discretionary Effort as the Behavioral Expression of Quiet Quitting

The Minimum Effort code appeared in 42 comments (5.3%). Although this theme was less frequent than avoidance of structural positions, it represents the most direct behavioral expression of the conceptual definition of quiet quitting adopted in this study. Comments were classified under this theme when participants described working only according to formal responsibilities, limiting additional effort, or deliberately avoiding discretionary contributions beyond assigned duties.

One commenter directly characterized quiet quitting among civil servants as a transition from high commitment toward a more limited level of contribution:

"ASN quiet quitting is someone who was initially very loyal to their work, willing to contribute ideas and energy, but chooses to become more realistic after learning about the reality of the system."

Another participant expressed satisfaction with fulfilling formal duties while maintaining personal life: *"It feels good to live without pressure, work according to the job description, receive a salary, and go home to spend time with family."*

The distinction between performing one's formal duties and pursuing additional career ambition was made explicitly by another commenter: *"Quiet ambition: working well but not pursuing ambition. Quiet quitting: working only to fulfill obligations and not pursuing ambition."*

These comments show that quiet quitting was not primarily described as resignation, absenteeism, or refusal to perform assigned duties. Instead, participants described it as a deliberate limitation of discretionary effort while continuing to fulfill formal employment responsibilities. This pattern corresponds directly to the behavioral dimension of quiet quitting examined in the present study.

Reward Disparity and the Imbalance between Responsibility and Benefits

The Reward Disparity theme accounted for 48 comments (6.1%). This category included perceptions that structural positions involved greater responsibility, workload, time demands, or occupational risks without proportionally greater financial or professional benefits.

One participant explicitly compared functional and structural positions in terms of compensation and workload: *"The salary and allowances of functional positions are not much different, but the burden received is smaller than in structural positions."*

Another commenter emphasized satisfaction with existing compensation and employment conditions rather than pursuing additional career advancement: *"What matters is that the salary and allowances are not disturbed. It is already more than enough. A peaceful life, time for family, and work completed."*

These comments show that career advancement was sometimes evaluated through a perceived balance between additional responsibility and corresponding benefits. The Reward Disparity code therefore captured comments in which participants explicitly compared compensation with workload, responsibility, or risk. In several cases, this theme also appeared alongside concerns about family time and avoidance of structural positions.

Organizational Disillusionment

Organizational disillusionment appeared in 37 comments (4.7%). This theme captured expressions of disappointment, declining enthusiasm, reduced organizational commitment, or loss of motivation resulting from participants' perceptions of the bureaucratic system.

For example, one commenter explained that disappointment with the system could eventually result in the loss of passion and a search for personal peace:

"There is another 'why' factor, disappointment with the system. Meritocracy is not appreciated, while collusion, corruption, and nepotism are prioritized. Eventually, people lose their passion and seek peace of mind."

This comment shows how Disillusionment could co-occur with Corruption/Politics. The loss of motivation was not presented as an isolated psychological condition but as a consequence associated with perceived institutional problems. The coding therefore captured both the emotional response and the institutional concern expressed within the same comment.

Reorientation of Life Meaning and Personal Priorities

The theme of reorientation of life meaning appeared in 26 comments (3.3%). Comments in this category reflected changes in personal priorities, family orientation, personal happiness, or a broader reconsideration of what constitutes a meaningful life beyond career advancement.

One participant expressed this reorientation by emphasizing personal happiness and family life rather than continued career ambition:

"I already have a fixed monthly income, and the rest of the time can be used for business, and I have more time for my children, wife, and family. Sometimes I think about early retirement if financial freedom is achieved. Just enjoy what we have now; positions are temporary, while time with children and family cannot be bought."

Another participant similarly expressed a rejection of further career ambition while maintaining satisfaction with their current role: *"No ambition anymore. It is finished. I just want to be happy in class with my beloved students."*

These comments were classified under Meaning Reorientation because the primary emphasis was not simply on workload or institutional dissatisfaction but on redefining personal priorities and the meaning of career success.

Counter-Perspectives and Calls for Bureaucratic Reform

The analysis also identified counter-perspectives and reform-oriented comments, showing that the discourse was not uniformly supportive of quiet quitting or critical of career ambition. Counter-perspectives accounted for 24 comments (3.0%), while calls for bureaucratic reform accounted for 13 comments (1.7%).

One participant explicitly supported colleagues who remained ambitious: *"Now, if I have a friend who is ambitious, I will support them to become even more ambitious."*

Another commenter similarly argued that career ambition should not necessarily be viewed negatively, while emphasizing the importance of responsibility after promotion: *"We support those who have ambition, while reminding them that once they obtain the position, they should not forget the responsibilities of the position."*

These comments were classified as Counter-Perspectives because they challenged the dominant narrative that avoiding structural positions was necessarily desirable. They show that the analyzed discourse contained competing views concerning ambition, promotion, responsibility, and quiet quitting.

The reform-oriented comments further showed that dissatisfaction could be accompanied by demands for institutional improvement rather than withdrawal. Participants called for changes in bureaucratic practices and stronger merit-based governance, suggesting that some expressions of dissatisfaction were directed toward institutional reform rather than individual disengagement.

Generational Conflict and Other Substantive Narratives

Generational conflict was identified in 8 comments (1.0%), while 2 comments (0.3%) were classified as Other Substantive because they contained meaningful issues that could not be consistently assigned to the preceding thematic categories. Although these themes

occurred less frequently, they were retained because qualitative analysis seeks to preserve substantively relevant variations within the dataset rather than excluding less frequent perspectives.

The generational theme primarily concerned differences in attitudes toward ambition, leadership, and career expectations between younger and older employees. These comments were classified under Generational Conflict when participants explicitly framed such differences in generational terms. The relatively low frequency of this theme shows that generational tension was present but was not a dominant feature of the analyzed discussion.

Co-Occurrence of Themes

The thematic analysis further showed that the identified codes frequently occurred together within individual comments. Table 3 shows the five secondary codes that most frequently co-occurred with primary themes. Work-Life Balance and Health was the most frequent secondary code, occurring 39 times, followed by Corruption/Nepotism/Office Politics (22), Avoidance of Structural Positions (22), Minimal Work Effort (22), and Compensation Gap (15).

The co-occurrence pattern shows that the themes were not mutually exclusive. For example, one comment simultaneously referred to the merit system, political risk, compensation, structural positions, workload, and family life. Rather than forcing such a comment into a single category, multiple codes were assigned because the comment contained several analytically distinct meanings. Similarly, comments concerning excessive work frequently included references to family priorities and the decision to limit discretionary effort.

The prominence of Work-Life Balance and Health as a secondary code is particularly important because it frequently appeared together with institutional and career-related concerns. The qualitative evidence therefore shows that work-life balance was often embedded within broader evaluations of career risk, workload, compensation, and organizational conditions rather than functioning exclusively as an independent explanation for quiet quitting.

Table 3.

Five Secondary Codes Most Frequently Co-occurring with Primary Themes

Secondary Code	Frequency
Work-Life Balance & Health	39
Corruption/Nepotism/Office Politics	22
Avoidance of Structural Positions	22
Minimal Work Effort	22
Compensation Gap	15

Relationship between Thematic Frequency and Social Resonance

The frequency distribution in Table 2 should be interpreted separately from average likes. Frequency represents the occurrence of a thematic code within the analyzed dataset, whereas average likes provide supplementary information regarding visible engagement with comments on the platform. The most frequent theme, Avoidance of Structural Positions, accounted for 19.6% of the substantive comments, whereas Minimum Effort, which most directly corresponds to the behavioral definition of quiet quitting, accounted for 5.3%.

The average engagement pattern showed that Minimum Effort received 35.10 likes on average, followed by Legal Risk (26.48) and Corruption/Politics (26.04), while Avoidance of Structural Positions received 4.27 likes on average. However, these figures are not treated as evidence of public agreement or representativeness. They are used only as supplementary indicators of visible engagement within the analyzed Instagram discussion.

The primary evidence for the findings remains the substantive content of the comments and the systematic coding process. Thus, Table 2 provides the quantitative summary of the qualitative coding, while the representative comments presented in the preceding subsections provide the empirical evidence through which the thematic interpretations can be traced.

DISCUSSION

The convergence observed in Table 3 is theoretically meaningful because it bridges this study with the broader quiet quitting literature while simultaneously revealing its contextual limitations. [Formica and Sfodera \(2022\)](#) described work-life balance as one of the defining characteristics of the post-pandemic transformation of work, whereas [Hamouche et al. \(2023\)](#) identified burnout, work overload, and work-life imbalance as central antecedents of quiet quitting across organizational settings. The present findings confirm that these generic organizational factors are also visible within Indonesian public administration. Nevertheless, their relative importance is lower than themes associated with legal accountability, office politics, and perceptions of a dysfunctional merit system. This difference suggests that simply transferring explanatory models developed in private organizations may overlook institutional realities that are unique to government bureaucracies. Consequently, the Indonesian civil service appears to experience quiet quitting through a combination of universal occupational pressures and context-specific bureaucratic challenges ([Wardiyanto et al., 2025](#); [Mujahidin & Kusuma, 2025](#)).

Another theoretically significant finding concerns the presence of reform-oriented voices and counter-perspectives, despite their relatively low frequencies. Demands for bureaucratic reform reshaped only 13 comments (1.7%), while counter-perspectives

accounted for 24 comments (3.0%). Although numerically limited, these comments show that not all participants responded to organizational dissatisfaction by psychologically withdrawing from work. Instead, some commenters explicitly argued that institutional reform, transparent promotion systems, and stronger meritocracy constituted preferable solutions to disengagement. For instance, several participants emphasized that the problem was not the willingness of civil servants to work, but rather the institutional conditions that influence motivation and career development. Such perspectives show that Public Service Motivation has not disappeared entirely but has instead been redirected toward aspirations for organizational improvement. This interpretation is consistent with [Balqis et al. \(2025\)](#), who found that younger generations of Indonesian civil servants continue to possess strong intrinsic public service values despite experiencing frustration with rigid bureaucratic structures.

The counter-perspective theme also serves an important methodological function by reducing the possibility of confirmation bias. Several participants rejected the assumption that quiet quitting reshaped a widespread phenomenon among Indonesian civil servants, while others defended career ambition and leadership aspirations as legitimate professional goals. Some commenters argued that reduced effort should not automatically be generalized as quiet quitting because many civil servants continue to show commitment to public service. The existence of these opposing viewpoints shows that the analyzed discourse was characterized by diversity rather than unanimity. Therefore, the findings should not be interpreted as evidence that all civil servants reject structural promotion or experience declining Public Service Motivation. Instead, the results portray a heterogeneous public conversation in which critical narratives dominate but coexist with alternative interpretations. Acknowledging this diversity strengthens the credibility of the qualitative analysis because contradictory evidence was retained rather than excluded.

When compared with previous empirical studies, the present findings extend existing knowledge in several important respects. [Achour \(2025\)](#) examined quiet quitting among Tunisian civil servants using structured survey instruments based primarily on generic organizational antecedents such as workload, organizational recognition, and job resources. In contrast, the present findings, as shown in Table 2, show that Indonesian civil servants' online discussions were not limited to conventional organizational factors but also involved context-specific concerns, including legal and administrative risks, corruption, nepotism, office politics, and perceived failures of the merit system. These dimensions are rarely incorporated into conventional organizational questionnaires because they represent politically sensitive and context-specific issues. Their emergence through qualitative netnographic analysis therefore shows the methodological advantage of allowing participants to express concerns without predefined survey categories. Rather than

contradicting [Achour \(2025\)](#), the present findings complement quantitative evidence by revealing organizational meanings that structured instruments may overlook ([Kozinets, 2010](#)).

A similar comparison can be made with the netnographic study conducted by [Kour and Parrey \(2026\)](#). Their research analyzed LinkedIn discussions across multiple countries to explore ethical dilemmas and general perceptions surrounding quiet quitting. While their study successfully identified broad thematic patterns, the present study extends this discussion by connecting these emergent themes with the Public Service Motivation framework and showing how specific discourse patterns in Table 2 reflect reduced willingness for self-sacrifice and weakened perceptions of institutional fairness. The present research therefore contributes an additional theoretical layer by organizing emergent themes according to the motivational dimensions proposed by [Perry and Wise \(1990\)](#) and [Perry \(1996\)](#). However, these theoretical implications should be understood as interpretations derived from the empirical patterns identified in the dataset rather than as independent theoretical assumptions.

To provide empirical support for the quantitative patterns showed in Table 2, three representative comments with the highest number of likes within their respective themes are presented below. The use of likes as an indicator of public resonance is based on the assumption that engagement through likes reflects the degree to which other users recognize, agree with, or identify with a particular statement within the online discussion. Nevertheless, likes are interpreted only as indicators of audience resonance rather than definitive evidence of collective agreement, because users may interact with comments for various reasons that cannot be fully observed in social media data. These comments were selected because they received the largest number of likes within their respective themes and therefore represent the strongest forms of peer validation rather than quotations chosen selectively to support the researchers' interpretation. All user identities were anonymized before analysis in accordance with online research ethics ([Kozinets, 2010](#)).

Collectively, these quotations reinforce the statistical patterns reported in Table 2. Expressions such as *"becoming more realistic," "living honestly,"* and *"losing passion"* consistently portray quiet quitting as an adaptive response to organizational circumstances rather than evidence of laziness or declining professional competence. This interpretation is supported by the dominance and resonance of related themes identified in Table 2, particularly minimal work effort, legal and administrative risks, and corruption or office politics. This interpretation aligns closely with Achour's (2025) conceptualization of quiet quitting as a rational adjustment to perceived organizational imbalance rather than an individual moral deficiency. From the perspective of Public Service Motivation, the comments show that motivational withdrawal is closely associated with diminished

willingness to make personal sacrifices and reduced confidence that public institutions operate according to principles of fairness and merit (Lee & Youm, 2024; Kim et al., 2025; Guo et al., 2024; Yang et al., 2026; Heine et al., 2022; Molines & Perrier, 2024). Accordingly, quiet quitting among Indonesian civil servants appears to reflect the interaction between individual motivational processes and broader institutional conditions.

The theoretical implications of this study extend beyond the immediate case analyzed. Previous Public Service Motivation research has primarily focused on explaining why public employees voluntarily contribute discretionary effort to advance the public interest (Perry & Wise, 1990; Perry, 1996). The present findings suggest that the same theoretical framework can also explain the opposite behavioral trajectory, namely the gradual withdrawal of discretionary effort when institutional environments undermine employees' willingness to sacrifice or weaken their belief in organizational fairness. Quiet quitting therefore represents not merely reduced work engagement but a visible manifestation of declining Public Service Motivation under adverse organizational conditions. This conceptual extension broadens the explanatory capacity of Public Service Motivation by incorporating both motivational activation and motivational erosion within a single theoretical framework.

The practical implications are equally significant. The resonance hierarchy showed in Table 2 shows that policy interventions should prioritize institutional rather than purely individual factors. Strengthening transparency within the merit system, clarifying personal versus institutional accountability during audits conducted by agencies such as the Audit Board (BPK) and Inspectorate, and reducing perceptions of corruption or political favoritism may exert greater influence on employee motivation than policies focusing solely on salary adjustments or workload reduction. Furthermore, organizational well-being initiatives should be integrated with broader bureaucratic reforms because work-life balance frequently emerged as a consequence of structural problems rather than an independent concern (Boamah et al., 2025). Such findings provide preliminary evidence that strengthening institutional trust may be as important as improving employment conditions in preventing quiet quitting among Indonesian civil servants.

The empirical evidence also supports the working assumption proposed in the research framework. The assumption stated that quiet quitting among Indonesian civil servants reflects the erosion of self-sacrifice and commitment to public interest, reinforced by structural characteristics of Indonesian bureaucracy in addition to generic organizational factors. The three themes with the highest public resonance-minimal work effort, legal and administrative risks, and corruption or office politics-all correspond directly to these two Public Service Motivation dimensions. Generic antecedents such as work-life balance remain present but occupy a secondary position in both frequency and resonance. Meanwhile, the dimensions of compassion and attraction to policy making appear less prominent, as

reflected by the relatively small proportions of existential meaning reorientation (3.3%) and intergenerational conflict (1.0%). These findings therefore support the proposed working assumption while simultaneously showing that different dimensions of Public Service Motivation contribute unequally to quiet quitting discourse within the analyzed corpus.

CONCLUSION

Quiet quitting is best interpreted as the erosion of two core dimensions of PSM-self-sacrifice and commitment to public interest-as originally conceptualized by [Perry and Wise \(1990\)](#), with this erosion being reinforced by structural characteristics of the Indonesian bureaucracy that are largely absent from the private-sector quiet quitting literature. Although the most frequently discussed theme was the avoidance of structural positions, the themes that generated the strongest public resonance were minimal discretionary effort, legal and administrative risks, and corruption, nepotism, and office politics, suggesting that public discourse is driven more by perceived systemic causes than by the behavioral phenomenon itself. Generic antecedents commonly identified in private-sector studies, such as work-life balance and well-being, were present but played a secondary role compared with bureaucracy-specific concerns, while the emergence of reform-oriented and counter-perspective themes shows that Public Service Motivation has not disappeared but is instead expressed through demands for institutional improvement rather than increased discretionary effort within the existing system. These findings imply that personnel management policies for Indonesian civil servants should extend beyond addressing workload and compensation by strengthening proportional legal protection for structural office holders and enhancing the transparency and credibility of the merit system. Given the limitations of this single-case netnographic study, future research should triangulate these findings through in-depth interviews with civil servants who explicitly express reluctance to pursue structural positions, thereby examining whether the erosion of self-sacrifice and commitment to public interest observed in online discourse is similarly reflected in their lived experiences beyond the digital public sphere.

Several limitations should be acknowledged to maintain transparency and confirmability in accordance with the principles proposed by [Lincoln and Guba \(1985\)](#). First, the study employed a single-case design based on one Instagram post published on 26 March 2026, limiting the transferability of findings beyond this specific online discussion. Second, although artificial intelligence assisted the semantic coding process during the initial stage, all classifications were manually audited by the researcher; however, formal inter-coder reliability statistics such as Cohen's Kappa were not calculated, meaning that coding accuracy remains based on a single-researcher audit. Third, because all commenters were anonymized, demographic characteristics such as agency affiliation, age, rank, or years

of service could not be examined. Fourth, the dataset was restricted to one social media platform and one linguistic context, preventing comparisons with discussions occurring on platforms such as X, LinkedIn, or internal government forums. These limitations do not invalidate the present findings but define their appropriate scope: the study offers an initial conceptual mapping of quiet quitting among Indonesian civil servants through the lens of Public Service Motivation rather than claiming universal generalizability across the entire Indonesian civil service population.

DECLARATIONS

Author Contribution

Krisnadi, M. D., Conceptualization, Methodology, Investigation, Data curation, Formal analysis, Visualization, Writing - original draft, Writing - review & editing. **Hartati, S.**, Supervision, Validation, Methodology, Writing - review & editing, Project administration. **Lestari, M. N.**: Validation, Formal analysis, Resources, Writing - review & editing.

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Conflict of Interest

The authors declare no conflict of interest.

Declaration of AI Use

Generative AI tools were not used for generating manuscript content, developing arguments, or replacing the researcher's analytical judgment. However, artificial intelligence was used as an auxiliary tool during the initial stage of data coding and semantic interpretation to assist in identifying patterns within the dataset. All AI-assisted outputs were subsequently reviewed, validated, and manually refined by the researcher to ensure accuracy, consistency, and alignment with the research objectives.

Additional Information

Not applicable.

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