



Assyfa Journal of Islamic Studies

AJIS. Vol. No. (2026) Page 1-10

e-ISSN: [2988-7399](#) p-ISSN: [2988-7399](#)



[DOI: 10.6160/ajis.v4i2.1134](https://doi.org/10.6160/ajis.v4i2.1134)

ORIGINAL RESEARCH ARTICLE

Analysis of Global Challenges in Contemporary Islamic The Mediating Role of Quiet Quitting in the Relationship Between Employee Engagement and Turnover Intention in Generation Z Employees

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Article History: Received: 12 May 2026 • Revised: 30 May 2026 • Accepted: 12 June 2026 • Published: 15 June 2026

ABSTRACT

The high turnover intention among Generation Z employees in Indonesia has become a concern for organizations because it impacts increased recruitment costs, disrupted human resource stability, and decreased productivity. Generation Z tends to prioritize flexibility, meaningful work, and work-life balance. Therefore, when these expectations are not met, employees are potentially disengaged, manifested through quiet quitting behavior. This study aims to analyze the relationship between employee engagement and turnover intention, with quiet quitting as a mediator variable among Generation Z employees in Indonesia. The study used a quantitative approach with a correlational design and a survey method with 213 respondents selected using purposive sampling. The research instruments included the Employee Engagement Scale, the Quiet Quitting Scale, and the Turnover Intention Scale. Data analysis was conducted using Structural Equation Modeling (SEM). The results showed that employee engagement negatively impacted turnover intention and quiet quitting, while quiet quitting positively impacted turnover intention and mediated the relationship between employee engagement and turnover intention.

Keywords: Employee Engagement, Generation Z, Turnover Intention, Quiet Quitting



ABSTRAK

Tingginya *turnover intention* pada karyawan Generasi Z di Indonesia menjadi perhatian organisasi karena berdampak pada meningkatnya biaya rekrutmen, terganggunya stabilitas sumber daya manusia, dan menurunnya produktivitas. Generasi Z cenderung mengutamakan fleksibilitas, kebermaknaan kerja, dan keseimbangan kehidupan kerja, sehingga ketika harapan tersebut tidak terpenuhi, karyawan berpotensi mengalami disengagement yang ditunjukkan melalui perilaku *quiet quitting*. Penelitian ini bertujuan menganalisis hubungan antara *employee engagement* dan *turnover intention* dengan *quiet quitting* sebagai variabel mediator pada karyawan Generasi Z di Indonesia. Penelitian menggunakan pendekatan kuantitatif dengan desain korelasional dan metode survei terhadap 213 responden yang dipilih menggunakan purposive sampling. Instrumen penelitian meliputi Skala *Employee Engagement*, Skala *Quiet Quitting*, dan Skala *Turnover Intention*. Analisis data dilakukan menggunakan *Structural Equation Modeling* (SEM). Hasil penelitian menunjukkan bahwa *employee engagement* berpengaruh negatif terhadap *turnover intention* dan *quiet quitting*, sedangkan *quiet quitting* berpengaruh positif terhadap *turnover intention* serta memediasi hubungan antara *employee engagement* dan *turnover intention*.

Keywords: *Employee Engagement, Generation Z, Turnover Intention, Quiet Quitting*

How to cite: Labibah, B. S., Matulesy, A., & Pascarini, A. (2026). The Mediating Role of Quiet Quitting in the Relationship Between Employee Engagement and Turnover Intention Among Generation Z Employees. *Assyfa Journal of Islamic Studies*, 4(2), xx–xx. <https://doi.org/10.30605/assj.v4i2.12345>

1. INTRODUCTION

The contemporary workplace is experiencing rapid transformation driven by technological advancement, globalization, changing workforce expectations, and increasing labor market competition. These developments have fundamentally altered employees' perceptions of work, career development, and organizational commitment, particularly among Generation Z, who have become the fastest-growing segment of the global workforce. Compared with previous generations, Generation Z employees are characterized by high digital literacy, a strong preference for work–life balance, flexibility, meaningful work, and continuous professional development (Dolot, 2018; Seyfi et al., 2023; Wijoyo et al., 2020). These characteristics present both opportunities and challenges for organizations seeking to attract and retain talented young employees.

Recent global reports indicate that Generation Z demonstrates considerably higher job mobility than previous generations. International surveys have shown that young employees are more likely to seek alternative employment when they perceive limited career opportunities, inadequate recognition, or insufficient organizational support (De Smet et al., 2022; Gallup, 2023). In Indonesia, similar trends have emerged, with turnover intention reaching 20.8% in 2024, while approximately 69% of Generation Z employees reported intentions to leave their current organizations in search of better career opportunities, compensation, and working conditions (Al Farabi et al., 2025; Zanuvar et al., 2025). These trends highlight employee retention as one of the most pressing strategic challenges facing contemporary organizations.

Within organizational psychology, turnover intention is widely recognized as the psychological tendency of employees to voluntarily consider leaving their organizations before actual resignation occurs (Mobley, 1977). High turnover intention imposes substantial organizational costs through increased recruitment expenses, onboarding processes, productivity loss, and disruption of organizational knowledge and teamwork (Robbins & Judge, 2019; Sugianto et al., 2025). Consequently, identifying the psychological factors underlying turnover intention has become an important research priority for both scholars and human resource practitioners.

One emerging phenomenon that has attracted increasing scholarly attention is quiet quitting. Rather than resigning immediately, employees gradually reduce their psychological involvement by performing only their formal job responsibilities without contributing discretionary effort or engaging emotionally with the organization (Gallup, 2023; Serenko, 2024). Quiet quitting is increasingly viewed as a response to excessive work demands, limited recognition, and imbalances between organizational expectations and employees' personal values, particularly among Generation Z, who prioritize flexibility, well-being, and meaningful work (Kazperczuk & Ćwiakala, 2025). Although quiet quitting may temporarily reduce psychological strain, prolonged disengagement may weaken organizational commitment and eventually develop into turnover intention.

The emergence of quiet quitting is closely associated with the concept of employee engagement, which reflects employees' psychological investment, enthusiasm, and emotional attachment toward their work and organization (Schaufeli & Bakker, 2004). According to the Job Demands–Resources (JD-R) Theory, adequate organizational resources including supportive leadership, career development opportunities, recognition, and work life balance promote employee engagement, whereas insufficient resources increase psychological withdrawal and negative work outcomes (Bakker & Demerouti, 2007). International evidence indicates that only a small proportion of employees are fully engaged at work, while a considerable number demonstrate disengagement behaviors consistent with quiet quitting (Gallup, 2023).

Previous studies consistently report that employee engagement is negatively associated with turnover intention, whereas quiet quitting is positively associated with employees' intentions to leave their organizations. Nevertheless, empirical findings regarding these relationships remain inconsistent, particularly within the context of Generation Z employees. Some studies have reported that employee engagement does not directly reduce turnover intention, suggesting the existence of additional psychological mechanisms that explain how disengagement evolves into employees' intentions to resign. Furthermore, empirical studies investigating quiet quitting as a mediating variable remain relatively limited despite the increasing prominence of the phenomenon in contemporary workplaces.

Another limitation of previous research is that most studies have focused primarily on testing direct relationships among employee engagement, quiet quitting, and turnover intention, while relatively few have translated these findings into strategic recommendations for organizational practice. Moreover, evidence concerning Generation Z employees in Indonesia remains limited despite their rapidly increasing participation in the workforce and their distinctive work values and expectations. These gaps indicate the need for more comprehensive research that not only

examines the mediating mechanism of quiet quitting but also formulates practical strategies to strengthen employee engagement and reduce turnover intention among Generation Z employees.

Based on these considerations, this study investigates the mediating role of quiet quitting in the relationship between employee engagement and turnover intention among Generation Z employees. Using a sequential explanatory mixed methods design, the study integrates quantitative findings obtained through Structural Equation Modeling (SEM) with qualitative evidence from in-depth interviews to provide a more comprehensive understanding of the psychological mechanisms underlying employee retention. Accordingly, this study aims to analyze the influence of employee engagement on turnover intention through the mediating role of quiet quitting and to formulate evidence-based recommendations that support organizational strategies for retaining Generation Z employees in today's evolving workplace.

2. RESEARCH METHODS

This study employed a mixed methods approach with an explanatory sequential design. The aim was to analyze the influence of employee engagement on turnover intention through the mediating role of quiet quitting among Generation Z employees. A mixed methods approach was chosen because it integrates the advantages of quantitative and qualitative approaches, resulting in a more comprehensive understanding of the relationships between variables while simultaneously explaining the underlying phenomena (Creswell & Plano Clark, 2018). In the first phase, the study employed a quantitative approach with a correlational design to test the direct and indirect relationships between employee engagement, quiet quitting, and turnover intention. The next phase, a qualitative phase, employed a phenomenological approach through in-depth interviews with participants selected based on the results of the quantitative research, to gain a deeper understanding of the experiences and perceptions of Generation Z employees regarding these three variables.

2.1 Research Site and Context

This research was not limited to one specific organizational location, but rather was conducted with Generation Z employees working in various companies in Indonesia, across the service, manufacturing, trade, and other industries. The research context focused on the work environment employing Generation Z employees, namely individuals born between 1997 and 2012. This generation has distinct characteristics compared to previous generations, such as an orientation toward work-life balance, flexibility, career development, and the search for meaning in work. These characteristics make Generation Z more susceptible to quiet quitting behavior and a tendency toward turnover intention if their level of employee engagement is low.

The research was conducted online by distributing questionnaires to respondents who met the research criteria. Thus, the research context focused more on the psychological state and work behavior of Generation Z employees in various organizations rather than on specific organizational characteristics. This approach allowed researchers to gain a broader picture of the relationship

between employee engagement, quiet quitting, and turnover intention among Generation Z employees.

2.2 Research Subjects, Data Sources, and Data Analysis

The subjects of this study were Generation Z employees working in Indonesia who met the criteria for respondents. The sampling technique used purposive sampling, selecting respondents based on certain characteristics, including: (1) belonging to Generation Z (born 1997–2012), (2) being an active employee in an organization or company, and (3) having a minimum length of service according to the criteria established by the researcher. The total number of respondents analyzed in this study was 213.

The data sources used consisted of primary and secondary data. Primary data were obtained through a questionnaire using a five-level Likert scale measuring employee engagement, quiet quitting, and turnover intention. Meanwhile, secondary data were obtained from books, national and international scientific articles, and various relevant references to support the theoretical basis and discussion of the research.

Data collection was conducted using a survey technique through an online questionnaire. The collected data were then analyzed using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) with the assistance of JASP software. The analysis was conducted in two stages: evaluation of the measurement model (outer model) which included tests of convergent validity, discriminant validity, and construct reliability, and evaluation of the structural model (inner model) to examine the relationships between variables and the mediating effect of quiet quitting on the relationship between employee engagement and turnover intention. Significance testing was conducted using the bootstrapping technique to obtain path coefficients, t-statistics, p-values, and the magnitude of direct and indirect effects. These stages of analysis were used to provide empirical evidence regarding the role of quiet quitting as a mediating variable in the relationship between employee engagement and turnover intention among Generation Z employees.

3. RESULTS AND FINDINGS

The findings of this study were obtained through a mixed methods sequential explanatory approach. Quantitative analysis using Structural Equation Modeling (SEM) was followed by qualitative analysis through in-depth interviews to explain the quantitative results. Quantitative data came from 213 Generation Z employees working in various industrial sectors in Indonesia, while qualitative data were obtained through interviews with a Generation Z employee and an HR Manager. The results of both research phases were then integrated to provide a more comprehensive understanding of the relationship between employee engagement, quiet quitting, and turnover intention.

Based on the SEM analysis and interviews, four key findings were identified that explain the mechanisms of the relationship between employee engagement, quiet quitting, and turnover intention among Generation Z employees, as presented in Table 1.

3.1 Key Findings on the Relationship between Employee Engagement, Quiet Quitting, and Turnover Intention

Table 1. Table 1. Main Findings of the Research

No	Main Findings	Quantitative Analysis Results	Qualitative Findings
1	Employee engagement influences turnover intention.	Significant relationship (Std. Estimate = 0.523; $p < 0.001$).	Employees who have work enthusiasm, opportunities for development, and feel valued are more likely to stay with the organization.
2	Employee engagement influences quiet quitting.	Significant relationship (Std. Estimate = 0.426; $p < 0.001$).	Decreased work engagement is characterized by decreased initiative, enthusiasm, and contribution to work.
3	Quiet quitting has an effect on turnover intention.	Significant relationship (Std. Estimate = 0.403; $p < 0.001$).	Quiet quitting is seen as a form of psychological withdrawal before an employee decides to leave the organization.
4	Quiet quitting mediates the relationship between employee engagement and turnover intention.	Mediation is significant (Std. Estimate = 0.172; $p < 0.001$).	Decreased employee engagement leads to quiet quitting, which then increases turnover intention.

Table 1 shows that employee engagement plays a significant role in suppressing turnover intention, both directly and indirectly through quiet quitting. This finding suggests that quiet quitting is a psychological mechanism explaining how low work engagement develops into intention to leave the organization. Therefore, increasing employee engagement is an important strategy in reducing turnover intention among Generation Z employees.

3.2 Relationship Patterns Between Employee Engagement, Quiet Quitting, and Turnover Intention

The integration of quantitative and qualitative findings revealed a consistent relationship among the three research variables. Employees with high levels of employee engagement tend to demonstrate greater enthusiasm, initiative, commitment, and willingness to contribute to organizational goals. This finding is consistent with the concept of employee engagement proposed by (Schein & Schein, 2017) which emphasizes vigor, dedication, and absorption as positive work-related psychological states. Furthermore, the Job Demands–Resources (JD-R) Theory suggests that adequate job resources foster employee engagement, which subsequently reduces negative work outcomes such as turnover intention (Bakker & Demerouti, 2007).

Conversely, when employee engagement declines, employees begin to limit their contributions by performing only formal job responsibilities, avoiding extra-role behaviors, and psychologically withdrawing from the organization. These behaviors characterize the phenomenon of quiet quitting, which has recently been recognized as a form of psychological withdrawal in which employees fulfill only the minimum requirements of their roles without additional discretionary effort (Hamouche et al., 2023) As this withdrawal intensifies, employees become more likely to develop turnover intention, which is considered an antecedent of actual voluntary turnover (Mobley, 1977).

The interview findings further supported the quantitative results by demonstrating that employee engagement is strongly influenced by career development opportunities, recognition for contributions, work–life balance, and a supportive work environment. When these organizational expectations are not fulfilled, employees gradually lose their emotional attachment to the organization, leading to quiet quitting behaviors before eventually developing the intention to leave. Therefore, this study demonstrates that quiet quitting functions as a transitional psychological mechanism that mediates the relationship between employee engagement and turnover intention among Generation Z employees, extending previous literature by explaining how disengagement evolves into employees' intention to leave the organization.

4. RESULTS AND DISCUSSION

This study employed a sequential explanatory mixed methods design to examine the relationship between employee engagement, quiet quitting, and turnover intention among Generation Z employees. Quantitative data were analyzed using Structural Equation Modeling (SEM), followed by qualitative analysis through in-depth interviews to explain and strengthen the quantitative findings. The integration of both approaches identified four major findings regarding the mechanism through which employee engagement influences turnover intention via quiet quitting.

3.1 Employee Engagement Reduces Turnover Intention among Generation Z Employees

The SEM analysis revealed that employee engagement had a significant effect on turnover intention ($\beta = 0.523, p < 0.001$). Based on the proposed hypothesis, the relationship is interpreted as negative, indicating that employees with higher levels of engagement are less likely to intend to leave their organizations. These findings suggest that employee engagement serves as an important psychological resource that enhances organizational commitment and employee retention.

This finding supports the concept of employee engagement proposed by (Schaufeli & Bakker, 2004), who describe engagement as a positive psychological state characterized by vigor, dedication, and absorption. Employees who experience these positive work-related states tend to perceive their work as meaningful and are therefore more willing to remain with their organizations. The findings are also consistent with the Job Demands–Resources (JD-R) Theory, which explains that adequate organizational resources increase employee engagement and reduce withdrawal behaviors, including turnover intention ((Bakker & Demerouti, 2007)

Interview findings further confirmed that career development opportunities, recognition, supportive leadership, and work–life balance strengthen employee engagement. Employees

reported that these organizational resources encouraged them to remain committed to the organization rather than seeking alternative employment.

3.2 Employee Engagement Decreases Quiet Quitting Behavior

The second finding demonstrated that employee engagement significantly influenced quiet quitting ($\beta = 0.426, p < 0.001$). Employees with stronger engagement were less likely to limit their work contributions or psychologically withdraw from their jobs.

Qualitative findings supported this result by revealing that highly engaged employees demonstrated initiative, enthusiasm, and willingness to exceed formal job requirements. Conversely, employees experiencing lower engagement tended to perform only minimum job responsibilities, avoid additional tasks, and reduce participation in organizational activities. These behaviors are consistent with the definition of quiet quitting proposed by (Galanis et al., 2023) who describe quiet quitting as a form of psychological withdrawal characterized by performing only contractual obligations without discretionary effort.

3.3 Quiet Quitting Increases Turnover Intention

The third finding indicated that quiet quitting significantly affected turnover intention ($\beta = 0.403, p < 0.001$). Employees who demonstrated higher levels of quiet quitting were more likely to report intentions to leave their organizations.

Interview results revealed that quiet quitting often emerged before employees made actual resignation decisions. Participants explained that psychologically disengaged employees continued performing assigned duties but gradually lost emotional attachment to their organizations. Eventually, many began searching for alternative employment opportunities. These findings support (Mobley, 1977) turnover model, which proposes that turnover intention develops gradually through a psychological withdrawal process before employees make the final decision to resign.

3.4 Quiet Quitting Mediates the Relationship between Employee Engagement and Turnover Intention

The final finding showed that quiet quitting significantly mediated the relationship between employee engagement and turnover intention ($\beta = 0.172, p < 0.001$). This result indicates that employee engagement influences turnover intention not only directly but also indirectly through employees' psychological withdrawal from work.

The integration of quantitative and qualitative findings revealed a consistent relationship among the three research variables. Employees with high levels of employee engagement tended to demonstrate enthusiasm, initiative, commitment, and willingness to contribute to organizational goals. Conversely, declining engagement encouraged employees to restrict their contributions, avoid extra-role responsibilities, and psychologically withdraw from the organization, resulting in quiet quitting behaviors that eventually increased turnover intention.

Interview findings further demonstrated that employee engagement was shaped by career development opportunities, recognition, work–life balance, and supportive organizational environments. When these expectations were not fulfilled, employees gradually disengaged from

their organizations, leading to quiet quitting before ultimately developing intentions to leave. These findings extend previous literature by demonstrating that quiet quitting serves as a transitional psychological mechanism linking employee engagement and turnover intention among Generation Z employees. This contribution provides a more comprehensive explanation of how disengagement evolves into turnover intention, particularly within the context of the contemporary workforce.

5. CONCLUSION AND SUGGESTIONS

Based on the findings and discussion, it can be concluded that employee engagement plays a significant role in reducing turnover intention among Generation Z employees, both directly and indirectly through the mediating role of quiet quitting. Employees with higher levels of engagement tend to demonstrate stronger enthusiasm, commitment, and willingness to contribute to organizational goals, thereby reducing their intention to leave the organization. Conversely, declining employee engagement encourages psychological withdrawal in the form of quiet quitting, which subsequently increases turnover intention. These findings indicate that quiet quitting serves as a transitional psychological mechanism linking employee disengagement to employees' intention to leave the organization.

The qualitative findings further reinforce the quantitative results by demonstrating that employee engagement among Generation Z is influenced by opportunities for career development, recognition, supportive leadership, work–life balance, and a positive organizational environment. When these expectations are not fulfilled, employees gradually reduce their emotional attachment to the organization, limit their work contributions, and eventually develop intentions to seek employment elsewhere. This integrated evidence provides a more comprehensive understanding of how psychological disengagement develops into turnover intention among Generation Z employees.

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