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Emotional Well-Being Matters Most: How Job Flourishing Reduces Quiet Quitting Among Generation Z In Indonesia

Zahra Audia Narendra[1], Rizqi Nur'aini A'yuninnisa[2]
Faculty of Psychology, Universitas Gadjah Mada, Indonesia
e-mail: zahra.audia.narendra@mail.ugm.ac.id

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Abstract. *The post-pandemic work culture has undergone significant changes, particularly in work arrangements, with Generation Z being the most affected as they enter the workforce. Amidst the shift, a new phenomenon called Quiet Quitting emerges, threatening the workforce's productivity through its detrimental effects. This study examined the relationship between job flourishing and quiet quitting tendency among Generation Z employees in Indonesia. Grounded in Social Exchange Theory, the research argues that higher levels of job flourishing are associated with a lower tendency to engage in quiet quitting. A quantitative approach was employed, using purposive sampling and online questionnaires. This study collected 166 respondents from Gen Z employees across Indonesia. The results revealed a significant negative association between job flourishing and quiet quitting. Among the dimensions of job flourishing, emotional well-being was found to have the strongest effect on reducing the quiet quitting tendency. These findings offer valuable insights for organisations and policymakers in developing strategies to foster job flourishing as a means to mitigate quiet quitting and enhance workforce productivity.*
***Keywords:** job flourishing, quiet quitting, employee well-being, Generation Z.*

Abstrak. Perubahan pada lingkungan kerja telah menimbulkan perubahan drastis pada budaya kerja, dengan dampak paling besar dirasakan oleh Generasi Z sebagai angkatan kerja baru. Di tengah dinamika tersebut, muncul fenomena baru yang disebut *quiet quitting*, yang berpotensi memberi dampak negatif terhadap produktivitas karyawan. Penelitian ini bertujuan untuk mengkaji peran antara *job flourishing* dan kecenderungan *quiet quitting* pada karyawan Generasi Z di Indonesia. Sesuai dengan *Social Exchange Theory*, penelitian ini berargumen bahwa semakin tinggi tingkat *job flourishing* maka semakin rendah kecenderungan *quiet quitting*. Penelitian ini menggunakan pendekatan kuantitatif dengan metode *purposive sampling* dengan menyebarkan kuesioner daring. Data dikumpulkan dari 166 responden karyawan Generasi Z di berbagai wilayah Indonesia. Hasil penelitian menunjukkan bahwa *job flourishing* berasosiasi negatif dengan *quiet quitting*. Selain itu, di antara dimensi *job flourishing*, *emotional well-being* memiliki peran paling signifikan dalam mengurangi kecenderungan *quiet quitting*. Temuan ini memberikan pemahaman lebih lanjut bagi organisasi dan pembuat kebijakan dalam merancang strategi untuk meningkatkan *job flourishing* sebagai upaya mengurangi kecenderungan *quiet quitting*, sekaligus meningkatkan produktivitas tenaga kerja.
***Kata kunci**: job flourishing, quiet quitting, kesejahteraan karyawan, Generasi Z.*

The global workplace has faced a drastic shift in recent years, catalysed by the COVID-19 pandemic and the swift transformation of industries. Traditional ways of working have been challenged, allowing the emergence of new norms such as working from anywhere, flexible working hours, and intensive usage of technology (Kaiser *et al.*, 2022; Kaur & Mandal, 2023). Amidst this rapid change, Generation Z, born between 1996 and 2012, found themselves entering the workforce, bringing new behaviours, cultures, expectations, and challenges to the workplace (Schroth, 2019; Schwieger & Ladwig, 2018). However, the post-pandemic era added new challenges to the transformation, with many young workers reporting increased job demand, blurred working hours, work-related fatigue, and many more (Kaiser *et al.*, 2022; Tarigan *et al.*, 2022; Varavallo *et al.*, 2023).

A new phenomenon has emerged due to the unexpected changes and the rising struggles among employees: quiet quitting. Quiet Quitting (QQ) is a work attitude characterised by minimal effort, low commitment, and strict adherence to job descriptions, with employees being disengaged by avoiding extra responsibilities and prioritising personal matters (Atalay & Dağıstan, 2023; Gallup, 2022; Mahand & Caldwell, 2023). According to Efendi *et al.* (2023), QQ has three main aspects: (1) declining work commitment, (2) refusal of additional duties, and (3) adherence to minimum workplace standards. This working attitude threatens the workforce and businesses by disrupting employees' productivity through counterproductive behaviours. Examples of QQ behaviours are low effort, poor performance, unwillingness to do additional tasks, retraction from workplace interactions, and many more (Björs & Myreteg, 2023; Efendi *et al.,* 2023). The attitude is contagious to other employees in the vicinity, which is predicted to result in a long-term decrease in productivity and product quality (Campton *et al*., 2023; Corbin & Flenady, 2024). Research from McKinsey & Company (2024) further explained how quiet quitting resulted in an additional 4% wage payment for corporations. Gallup (2023) has taken further the disadvantages into the global context by stating that quiet quittings cost almost 9 trillion dollars per year to make up. While the pandemic is over, the trend of quiet quitting continues. An article from The Jakarta Post titled "Quiet Quitting: Gen Z and Millennials' silent rebellion?" (2022) explained that whilst the trend showed a plateau in the country it originated from, the United States, it seems prevalent amongst Indonesians.

Based on the study by Xueyun et al. (2023), which used Social Exchange Theory (SET) to explain how employee–management relations influence outcomes such as quiet quitting, the present study adopts SET as the theoretical framework to understand the manifestation of quiet quitting in the workplace. The theory asserts that the interactions between two parties are reciprocal, which perpetually seeks an equilibrium in the exchange of interactions (Homans, 1958). The mechanism of reciprocal exchanges suggests that individuals inherently seek balance in relationships through reciprocal responses. The reciprocation emerges as a reaction from favourable (positive) and unfavourable (negative) treatment. The involved parties are psychologically motivated to match the treatment they receive, responding to positive interactions with prosocial behaviours and to negative experiences with compensatory actions. This mechanism serves as the foundation of employee management and interpersonal relationships between employees in the workplace. Employees' reactions to the treatments can thus be divided into two results. Those are inactive (implicitly) and active (explicitly) exchanges, which could happen simultaneously (Ahmad *et al.,* 2023). For instance, a worker might conduct workplace misbehaviours (implicit), e.g. low performance and engagement, yet has no intention to quit the job due to struggling economic conditions (explicit) (Cropanzano *et al.*, 2017; Corbin & Flenady, 2024)

Regarding QQ, this mechanism of reciprocal exchanges begins with how employers treat their employees. Due to the post-pandemic struggle and the aim to strengthen their business, many companies and organisations treated their employees merely as commodities. They impose pressure and work demands, mostly with disproportionate compensation (Drela, 2024; Karani Mehta *et al.*, 2022; Klotz & Bolino, 2022). In addition, managers have become focused on achieving the target and being fault finders, thus often forgetting to value and appreciate their subordinates (Mahand & Caldwell, 2023). Due to such working conditions, much literature has considered the current workplace toxic, whereas working condition is one of the most important in motivating employees and shaping their behaviour (Campton *et al.*, 2023; Ellera *et al.*, 2023; Zhenjing et al., 2022; Zieba, 2023). Simply put, their well-being and needs as employees are neglected, resulting in unhappy, unsatisfied, and unmotivated workers (Ellera *et al.*, 2023; Mahand & Caldwell, 2023; Xueyun *et al*., 2023). Employees have thus balanced this exchange of treatments by shifting their initial aim of working to being focused on finishing their job only, oftentimes followed by reduced

contribution, less interest, and decreased motivation in doing their work (Corbin & Flenady, 2024; Zieba, 2023).

Several studies have mentioned that combating this detrimental phenomenon requires commitment and a holistic approach (Campton *et al.*, 2023; Mahand & Caldwell, 2023; Verma *et al.*, 2024; Xueyun *et al.,* 2023). One notable potential solution emerges from the study by Xueyun *et al.* (2023), which revealed that employee well-being negatively influences quiet quitting. The study argues that optimum well-being, achieved through adequate fulfilment of their needs and rights, would prevent them from quietly quitting their job. Another study by Sitorus & Rachmawati (2024) and Taufik *et al.* (2024) added further context to the potential dynamic, specifically in Indonesia, by emphasising the linkage of autonomy, job satisfaction, and organisational commitment towards a lower level of QQ. Job satisfaction, employee well-being, organisational commitment, and the abovementioned aspects are key sub-dimensions of job flourishing, reflecting an employee's overall well-being (Rautenbach, 2015; Rothmann, 2013; Verma *et al.*, 2023). Job Flourishing (JF) or Flourishing-at-Work is a state of optimum well-being among workers achieved through positive experiences and effective management of work-related factors (Rautenbach, 2015; Rothmann, 2013). Flourishing employees are described as embodying positive minds and emotions, as well as excelling in role performance and citizenship behaviours (Redelinghuys, 2019; Verma *et al.*, 2024). Rautenbach (2015) proposed three dimensions of JF: (1) emotional, (2) psychological, and (3) social well-being. Emotional well-being focuses on job satisfaction and maintaining a positive balance of emotions at work, leading to a bond and loyalty to the company. This helps lower absenteeism and prevent quiet quitting (Redelinghuys, 2019; Suhendar *et al.,* 2023). Psychological well-being with aspects such as autonomy, career development, and meaning nurtures positive affect and increased employee engagement, thus lowering the quiet quitting tendency. Lastly, social well-being, which has aspects such as social acceptance and integration, lowers the quiet quitting tendency through meaningful contribution that gives a sense of belongingness among employees (Corbin & Flenady, 2024; Redelinghuys, 2019).

In addition, the JF concept includes two types of well-being: hedonic and eudaimonic (A'yuninnisa *et al.,* 2024a). The hedonic well-being refers to the affective and emotional side of the individual, meaning they are overall feeling well, while the eudemonic well-being refers to the behavioural side of the individual, meaning they are functioning well (A'yuninnisa *et*

al., 2024a). Therefore, flourishing workers have job satisfaction, organisational commitment, and extra-role behaviours as the outcomes (A'yuninnisa *et al.,* 2024a). Given that QQ is characterised by disengagement from work responsibilities and a decline in extra-role behaviours, it is reasonable to assume that job flourishing is crucial in mitigating this phenomenon.

SET offers another lens through which to understand how JF plays a pivotal role in reducing QQ, potentially uncovering the solution to the pressing concern. The theory explains that social behaviour is based on an exchange process in which individuals involve themselves in relationships, expecting to receive returns proportional to their investments (Ahmad *et al.*, 2023). Workers who are greatly appreciated in many aspects, including encouraged personal growth and fair compensation, and supported by a positive workplace environment, are experiencing the ultimate state of well-being (Redelinghuys *et al.*, 2019; Corbin & Flenady, 2024; Xueyun *et al.*, 2023). When employees experience job flourishing, characterised by vitality, learning, and personal growth, they consider this a positive investment from their organisation, thus feeling obligated to return the treatment to maintain these exchanges (Spreitzer *et al*., 2005; Xueyun *et al.*, 2023). Therefore, employees who experience high levels of flourishing at work feel more obligated to reciprocate these positive experiences through extra-role performances, such as increased work engagement and commitment as a form of gratitude (Eisenberger *et al*., 2001; Redelinghuys *et al.,* 2019). This dynamic indicates that JF might have a role in the decline of QQ tendency by diminishing work deviances, which was done through achieving job satisfaction, work engagement, and a high level of organisational commitment behaviours (Redelinghuys *et al.,* 2019; Xueyun *et al.*, 2023; Ochis, 2024).

Extensive literature has tried to unveil the association between sub-dimensions of JF and QQ tendency, such as studies from Suhendar *et al.* (2023) and Pratiwi *et al.* (2023), which emphasise the role of engagement, satisfaction, and commitment (which are considered as sub-dimensions of JF) on lowering the QQ tendency, particularly among employees in Indonesia. However, few—if any—have successfully delineated the specific aspects and behaviours of well-being that contribute to reducing quiet quitting. Furthermore, research on the role each JF dimension has on QQ is scarce, and it mainly examines only one of the dimensions. This study aims to address this gap by examining the dimensions of JF that play

a significant role in mitigating quiet quitting, as well as incorporating minor hypotheses by explaining the roles each JF dimension has on QQ to add deeper insight into the variables. By identifying which specific JF dimensions have the most substantial impact, this research contributes to the existing literature with a more nuanced understanding of the relationship between job flourishing and quiet quitting.

This study focuses on unveiling the role of job flourishing, particularly by elaborating on each of the dimensions' roles and the quiet quitting tendency among Generation Z workers in Indonesia. By uncovering the dynamics between the two states, this study aims to offer a comprehensive understanding and potential solution to one of the current workforce challenges in Indonesia. This study intends to provide knowledge to the existing literature on workplace well-being and mitigating the quiet quitting tendency. In addition, this study strives to deliver valuable insights for organisations and management that want to develop strategies and policies that promote well-being. This study modelled the hypothesis through **Figure 1** below.

H1: Job flourishing plays a significant role in reducing the quitting tendency among Generation Z in Indonesia

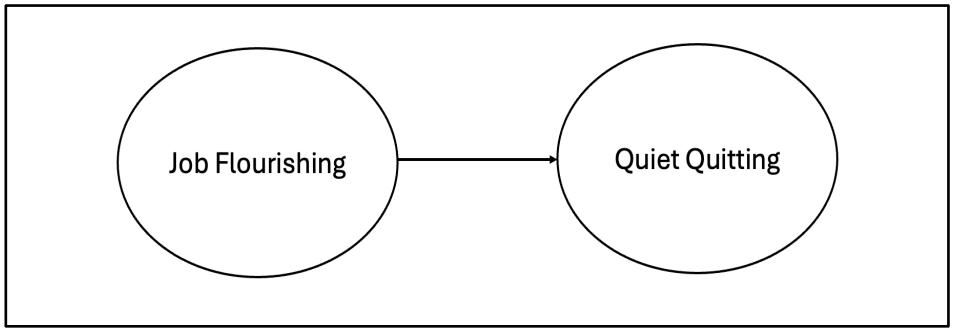

Figure 1. Research Framework

Methods

Participants

This study targeted full-time Generation Z workers working in various organisations from different industries across Indonesia. The participants were selected based on several criteria. First, participants must be within the Generation Z age range (18-29), born between 1996 and 2012 (Schroth, 2019; Schwieger & Ladwig, 2018). Second, participants must be full-time employees in their current company for at least one year. This was carried out to ensure that participants had sufficient time to adapt to their role and develop an organisational

commitment, thus allowing researchers to assess attitudes like job flourishing and quiet quitting tendencies (Bauer *et al.*, 2007; Meyer *et al.*, 1993). In addition, this research included employees from a diverse range of industries and geographic distribution to ensure representation from various sectors and regional differences where Generation Z workers are employed.

For data collection, this study performed purposive sampling, which is an approach that allows researchers to choose informants based on particular considerations (Campbell *et al.*, 2020). The method was chosen due to its convenience of sample collection while still offering depth of understanding (Campbell *et al.*, 2020; Palinkas *et al.*, 2013). In total, 167 Gen Z employees have taken part in this study by completing an online survey in the form of questionnaires. However, one participant was excluded because of being outside the age range; thus, the final sample consisted of 166 participants. A vast majority of participants were women, with a total of 126 (75.9%) individuals, followed by men with 40 (24.1%) individuals. Their age ranged from 18 to 29 (M = 23.72, SD = 2.38). Most participants were born in 2002 (M = 2000, SD = 2.39), with 31 specifically born in that year. The participants came from 17 out of 38 provinces in Indonesia, with the highest number of 27 (16.3%) participants from Central Java province. The job tenure among participants was divided into four categories, with the majority having worked in their current position for one year (47.6%). The second-largest group (37.3%) consists of those with two to three years tenure, followed by four to five years tenure (9.6%), and lastly, more than five years tenure (5.4%).

Design and Procedure

This study employed a cross-sectional quantitative research design to examine the role of job flourishing in reducing the quiet quitting tendency among Generation Z workers in Indonesia. The cross-sectional research design involves analysing data from a certain population at a particular time. This research design was selected because researchers could assess both outcomes and exposures of the subjects simultaneously (Wang & Cheng, 2020). Data collection was performed after receiving approval of ethical clearance from the Ethics Committee of the Faculty of Psychology of Universitas Gadjah Mada, as stated in letter number 106/UN1/PS.1/SD/PT.01.04/2025. Online questionnaires in the form of Google Forms were shared and spread through social media such as X, Instagram, WhatsApp, and LINE. The form contained necessary research information and informed consent. After agreeing to

participate in the research, participants filled out personal information and the required questions. The data collection took 23 days, from 7 to 30 January 2025.

Instruments

This research used two scales for the research instruments, which are the Flourishing-at-work Scale and the Quiet Quitting Scale. **Table 1** provides the descriptive statistics and correlation between the variables.

Table 1

Descriptive statistics, correlation between variables, and Cronbach's Alpha

Variables	M	SD	1	2	3	4	5	6	7
Gender	1.23	0.43							
Age	23.7	2.34	0.043						
Tenure	1.73	0.85	0.031	0.53**					
JF	3.91	0.69	0.007	-0.102	0.007	(0.89)			
QQ	2.05	0.60	-0.073	-0.043	-0.12	-0.52**	(0.90)		
EWB	3.81	0.79	0.022	-0.020	0.118	0.814**	-0.546		
PWB	4.06	0.71	-0.013	0.050	-0.032	0.919**	-0.444	0.685**	
SoWB	3.83	0.82	0.020	-0.142	0.000	0.931**	-0.487**	0.716**	0.722**

N = 166 Indonesian Gen Z employees.
Correlations at the individual level are shown below the diagonal. Correlations between variables are measured through *Pearson's r.* The coefficient of internal consistency reliability is shown in parentheses along the diagonal. Gender; 1 = woman, 2 = man. Tenure; 1 year = 1, 2 to 3 years = 2, 3 to 4 years = 3, more than 5 years = 4. The degree of this correlation reflects the relationship between variables at each level of analysis.

To measure job flourishing as the independent variable, the research implemented an instrument called 'Flourishing-at-work-Scale Short Form' (FAWS-SF) created by Rautenbach (2015) and translated into Indonesian by A'yuninnisa *et al.* (2024b). The FAWS-SF scale is multidimensional and used to measure the state of well-being among workers. The dimensions of job flourishing that are being included in the scale are (1) emotional (e.g. how often did you feel happy at work?), (2) psychological (e.g. how often did you get excited to perform well on your job?), (3) and social (e.g. how often did you feel you belong to your

organisation?) well-being. Upon conducting analysis, some items were revealed to have a poor fit of loadings and potential cross-loading; hence, the author eliminated four items from the scale, which aligns with the recommendation from A'yuninnisa *et al.* (2024b). This is done due to the Indonesian background of this study's participants, which differs from the sociocultural context in which the measure was developed. Therefore, some items appeared to shift meaning and did not align with the intended factor structure. The final scale consisted of 13 items—three for emotional well-being (α = 0.69), five for psychological well-being (α = 0.78), and five for social well-being (α = 0.83). The scoring system for the FAWS-SF is a six-point scale, ranging from 1 (Never) to 6 (Everyday), that measures the frequency of respondents encountering each specified well-being symptom. The higher the participant's score, the more inclined they were to their level of flourishing at work.

Quiet quitting as the dependent variable is examined by the Quiet Quitting Scale created by Efendi *et al.* (2023), which drew the concept of quiet quitting based on the study by Mahand & Caldwell (2023). The Quiet Quitting scale is unidimensional and includes three aspects: (1) declining work commitment (e.g. I am uninterested in having initiative at work), (2) refusal of additional duties (e.g. It is unnecessary to be close to my co-workers), and (3) adherence to minimum workplace standards (e.g. I will not do my work outside working hours). It measures the extent to which workers engage in behaviours associated with "quiet quitting," a phenomenon where workers fulfil their job requirements but avoid going beyond what is necessary. The Quiet Quitting Scale by Efendi *et al.* (2023) comprises 17 items with a four-point Likert scale, ranging from 1 (Hardly Ever) to 4 (Regularly). However, two items were eliminated due to low factor loading and high cross-loading. The elimination left 15 items on the final scale with a reliability of 0.92. The higher scores indicate that participants have a higher tendency to quiet quitting.

Data Analysis

The data analysis was conducted using Structural Equation Modelling (SEM) and performed by IBM SPSS Amos 29. Before proceeding to the SEM, a Confirmatory Factor Analysis (CFA) was conducted to ensure the validity and reliability of the scales. The measurement model is then evaluated using several goodness-of-fit indexes, including chi-square (χ2), Comparative Fit Index (CFI), Tucker Lewis Index (TLI), and Root Mean Squared Error of Approximation (RMSEA). The author follows several acceptance criteria for

Goodness of Fit. The criteria are Chi-Square/Degree of Freedom less than 3, CFI and TLI less than 0.85, and RMSEA more than 0.08 (Carlback & Wong, 2018; Zainudin, 2012). After administering CFA, hypothesis testing through SEM was performed using Maximum Likelihood Estimation (MLE). To examine the roles for each JF dimension, this study employed multiple regression using the stepwise method conducted through IBM SPSS Statistics 29. The decision to employ multiple regression came after analysing the CFA and SEM in which the author chose a higher-order factor model; hence, the result for each dimension's roles of Job Flourishing to Quiet Quitting were not visible, thus needing further analysis.

Results

A Confirmatory Factor Analysis (CFA) was conducted to examine the construct validity of the variables. This step is essential before hypothesis testing to ensure the validity of the variables, as these aspects cannot be assessed during the SEM process itself (Kang & Ahn, 2021). In addition, CFA confirms the measurement theory; thus, the result is considered the measurement model (Hair *et al.*, 2014; Xiong *et al.*, 2025). The analysis presents factor loading scores for all items, ranging from 0.389 to 0.837, with a significance level of $p < 0.001$. Although one of the factor loadings (one item from JF) showed a score below 0.5, the item was retained to prevent mindlessly deleting an item based on cut-off values since the aforementioned item is deemed to contribute a significant meaning to the model (Morrison *et al.*, 2017). Deleting an item is also more encouraged in unidimensional variables, whereas JF is multidimensional; thus, the item was retained (Awang, 2014). The author modelled the measurement model with a higher-order factor model, comprising one second-order factor (Job Flourishing) and four first-order factors (three dimensions of JF and one latent variable from QQ). This study opted for higher-order structural models to minimise multicollinearity, improve interpretability, and enhance the parsimony of the model (Hair Jr. *et al.*, 2024). The model's adequacy was examined through the goodness-of-fit (GFI). The analysis exhibits a substantial result (see T**able 3**), which indicates that the model complied with the acceptance criteria for goodness-of-fit, thus making it appropriate to proceed to hypothesis testing.

Table 2
The goodness of fit indices and chi-square difference test

Model	$\chi 2$	*df*	χ^2/df	CFI	TLI	RMSEA
Higher-order Factor	599.423	340	1.76	0.872	0.857	0.068

Upon preliminary analysis, SEM was performed to test the hypothesis based on the Higher-Order Factor model. This structural model was derived from the measurement model given by the CFA. The fit index demonstrates a substantial goodness-of-fit (see **Table 2**). The direct effect hypothesis proposes a causal relationship in which an independent variable influences a dependent variable. (Al Masud *et al.,* 2024). The standardised path coefficients indicated that JF is negatively associated with QQ (β = -0.591, $p \leq 0{,}001$). The Job Flourishing construct was manifested by Emotional Well-being (λ = 0.893, p ≤ 0,001), Psychological Well-being (λ = 0.948, p ≤ 0,001), and Social Well-being (λ = 0.973, $p \leq 0{,}001$). Job Flourishing demonstrated significant negative associations with Quiet Quitting tendencies through its composite dimensions. The R^2 exhibits a result of 0.349, hence JF explains 35% of the variance in QQ tendency. This result of R^2 has met a level of acceptance based on Ozili (2023), which explains that a 0.5 variance is accepted in social science research when the variables are statistically significant, which in this study has proven to be the case. The findings provided support that H1 is accepted.

Table 3
Hypothesis Testing

Endogenous Variable	Exploratory Variables	Estimates	*p*-value	R^2
Job Flourishing	Quiet Quitting	-0.591	$p \leq 0{,}001$	0.349

Unveiling the dimensions of JF and the effect they have on QQ, the multiple regression analysis showed that emotional well-being emerged as the strongest contributor and was entered into the model first, explaining 29.8% of the variance in quiet quitting (β = -.546, p < .001). Social well-being was added in the second step and explained an additional 1.9% of the variance (β = -.197, p = .036). Notably, psychological well-being has a small unique variance to quiet quitting beyond what was already explained by emotional and social well-being (β = -.040, p = .709).

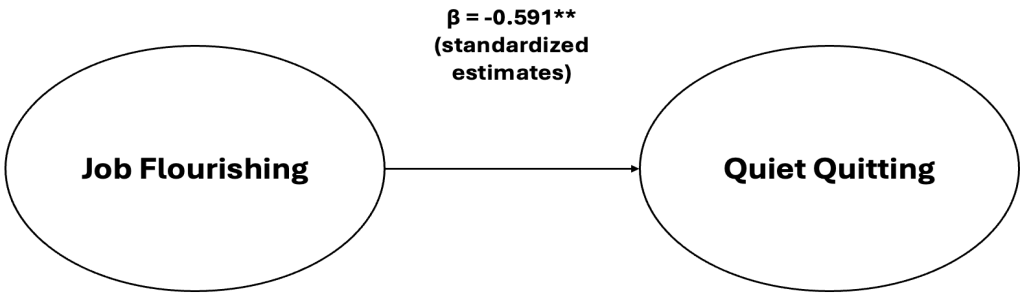

Figure 2. Structural Model with Standardised Coefficient, N=166

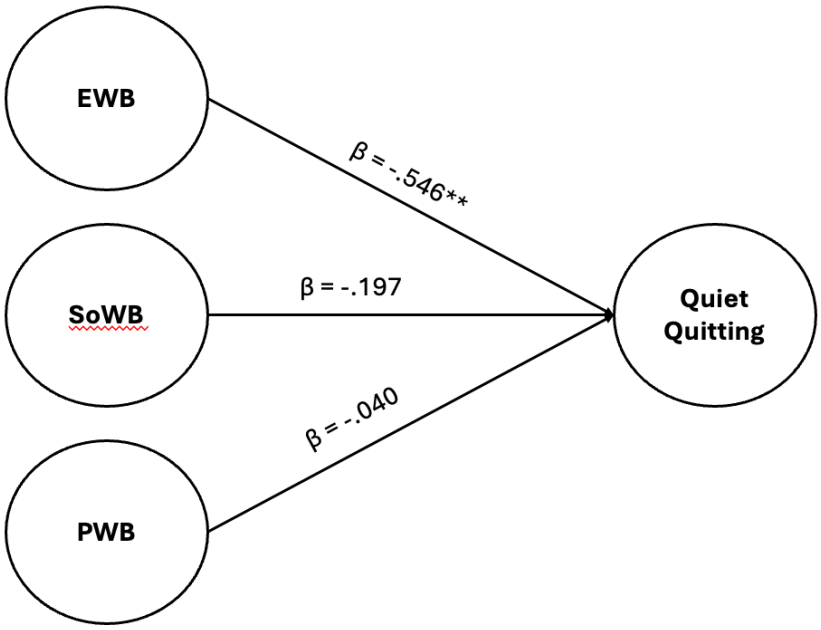

Figure 3. Multiple Regression Result with Stepwise Method, N=166

Discussion

This research aims to examine the role of JF in QQ tendencies among Generation Z employees in Indonesia. The author argues that flourishing workers have a lower level of quiet quitting. The findings indicate that flourishing employees exhibit lower levels of quiet quitting, as demonstrated by the negative association between JF and QQ, where a higher level of job flourishing corresponds to a lower quiet quitting tendency. This result supported previous studies, which mention that aspects of JF contribute to lower levels of QQ through increased engagement and commitment (Redelinghuys, 2019; Verma *et al.*, 2024). Employees who flourish, shown by their optimum well-being and positive view of work, are less inclined

to display quiet quitting behaviours such as withdrawing and performing poorly (Jelača & Golubović, 2024; Suhendar et al., 2023; Verma *et al.*, 2024; Xueyun *et al.,* 2023). Based on these findings, the initial hypothesis is supported, indicating that employees who experience job flourishing exhibit lower tendencies toward quiet quitting.

This study contributes to the current literature on SET regarding the workplace, which posits that employees develop work attitudes based on the treatment they receive (Ahmad *et al.,* 2023; Homans, 1958). The findings suggest that employees who experience optimal well-being exhibit lower tendencies toward quiet quitting, as they reciprocate a positive work environment with higher in-role performance, organisational citizenship, and proactive behaviours (Ahmad *et al.,* 2023; Chernyak-Hai & Rabenu, 2018; Cropanzano *et al.*, 2024; Verma *et al.*, 2024; Xueyun *et al.,* 2023). Conversely, poorly appreciated and compensated employees are more inclined to manifest quiet quitting behaviours, further emphasising the role of flourishing in mitigating quiet quitting (Campton *et al.,* 2023; Corbin & Flenady, 2024).

This research also looks into the role of each JF dimension in lowering the QQ tendency. The current study found that Emotional Well-being (EWB) has the most significant contribution at the lower level of QQ. The underlying reasons behind emotional well-being as the biggest contributor to job flourishing are that numerous employees uphold job satisfaction, an indicator of emotional well-being, amongst other aspects of their job (Heriyanto *et al.*, 2023; Mahand & Caldwell, 2023). Existing studies also mentioned that the prevalence of emotional resources (such as satisfaction and positive affect) in workers ignites extra-role performances, thus diminishing counterproductive behaviours (Matias, 2024; Suhendar *et al.*, 2023; Taufik *et al.*, 2024). The second JF dimension contributing to subdued QQ is Social Well-being (SoWB). The finding supported previous studies that suggested SoWB aspects, such as social recognition and appreciation, are believed to reduce quiet quitting by affirming employees that they are valued and belong to the organisation (Corbin & Flenady, 2024; Mahand & Caldwell, 2023; Taufik *et al.*, 2024). This is primarily important for Gen Z as they view work not merely as an obligation but as a projection of life purpose and self-actualisation (Bencsik *et al.*, 2016; Heriyanto *et al.*, 2023; Pasaman & Hutauruk, 2024).

Interestingly, Psychological Well-being (PWB) was the least significant contributor to reducing quiet quitting. This contrasts with findings from Pratiwi *et al.* (2023), which emphasised the role of psychological well-being in mitigating quiet quitting. This difference may come from the targeted population of this research, Gen Z, who focuses more on satisfaction with preferences in their early career (Pasaman & Hutauruk, 2024). Furthermore, this study investigates both PWB, EWB and SoWB, whose effects on QQ may have overlapped, potentially diminishing the distinct contribution of PWB. As a result, PWB does not exhibit a significant incremental effect beyond that of EWB and SoWB. It is plausible that if PWB were examined independently, separate from the JF dimension, an important effect might be observed.

These findings underscore the importance of fostering job flourishing as a strategic approach to reducing quiet quitting behaviours. Employers should cultivate a work environment that supports employee growth, autonomy, and recognition, as these factors significantly enhance flourishing and reduce disengagement. One practical approach is to implement leadership and management strategies that prioritise employee appreciation, such as open feedback channels and active recognition of contributions (Kim & Sohn, 2024; Mahand & Caldwell, 2023; Jelača & Golubović, 2024; Verma *et al.*, 2024). In addition, the findings suggest that Gen Z employees are less likely to engage in workplace deviance when their well-being is prioritised. Therefore, organisations should promote work-life balance initiatives, such as flexible working hours and supportive team dynamics, to enhance employee flourishing and prevent disengagement (Pasaman & Hutauruk, 2024).

This research is not without its limitations. The questionnaire used in this study is self-report, thus allowing room for social desirability bias among respondents. Additionally, the cross-sectional design limits the ability to track changes in flourishing states and quiet quitting tendencies over time. Future research should consider employing longitudinal or experimental designs to obtain more nuanced insights into the association between JF and QQ. Despite these limitations, this study expands the literature on organisational psychology, providing a foundation for further research on job flourishing and quiet quitting. By identifying which dimensions of JF play the most critical role, these findings contribute to academic discourse and practical organisational strategies to foster a more engaged and committed workforce.

Conclusion

This research examines the role of JF in lowering QQ tendency among Generation Z in Indonesia. By positioning JF as an integrated concept encompassing emotional, psychological, and social well-being, this study offered a broader lens on employee well-being and its role in mitigating quiet quitting tendencies, especially among Gen Z employees. The findings of this study emphasise that flourishing workers are less likely to demonstrate quiet quitting behaviours by explaining the mechanism through SET, which suggests that employees reciprocate positive treatment from their organisation. In this context, employees who flourish compensate through in-role performance and productive behaviours, thus lessening work deviances.

Recommendations

Based on the findings, future research could explore the association between JF and QQ using a longitudinal study to unveil the potential dynamics of the two throughout a defined time. In addition, further research may explore the dynamics of the two variables in different settings, such as region, race, or different generations. Furthermore, it is interesting to explore mediation and moderation analyses as the current study focuses solely on the association between JF and QQ, which could help identify conditions under which the relationship between JF and QQ strengthens or weakens.

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