

THE ROLE OF JOB FLOURISHING ON QUIET QUITTING TENDENCY AMONG GENERATION Z IN INDONESIA

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Abstract.

The post-pandemic work culture has undergone significant transformations due to shifts in work arrangements, with Generation Z being the most affected as they transition into the workforce. Amidst the turbulence, a new phenomenon called Quiet Quitting emerges, threatening the productivity of the workforce through its detrimental effects. This study aims to examine the association between Job Flourishing and Quiet Quitting tendency among Generation Z employees in Indonesia. The research argues that a higher level of Job Flourishing is negatively linked to a lower level of Quiet Quitting, which is explained through the mechanism of Social Exchange Theory. The research has taken a quantitative approach, which used a purposive sampling by employing online questionnaires. This study collected 166 respondents of Gen Z employees across Indonesia. The findings revealed that job flourishing is negatively associated with quiet quitting. In addition, we also found that among the Job Flourishing dimensions, Emotional Well-being has the most significant effect on reducing the Quiet Quitting tendency. These findings provide valuable insights for organizations 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 hubungan antara *Job Flourishing* dan kecenderungan *Quiet Quitting* pada karyawan Generasi Z di Indonesia. Penelitian ini berargumen bahwa semakin tinggi tingkat *Job Flourishing*, maka semakin rendah kecenderungan *Quiet Quitting*, sebagaimana dijelaskan melalui mekanisme *Social Exchange Theory*. 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 pengaruh 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.*