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The Effect of Perceived Organizational Support on Quiet Quitting Manifestations among Generation Z Employees in Indonesia with Employee Engagement as the Mediating Variable
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ABSTRACT

The purpose of this study is to explore, test, and analyze the effect of Perceived Organizational Support (POS) on two quiet quitting manifestations that include Reduced Discretionary Effort and Emotional Detachment among Generation Z employees in Indonesia, with Employee Engagement as the mediating variable. The study was conducted among Generation Z employees aged 18 until 29 years old who are working in various industries and provinces in Indonesia with minimum one year working experience in the organization. The data in this study is collected through an online survey distributed through Google Forms and calculated using Partial Least Squares Structural Equation Modeling (PLS-SEM) via SmartPLS 4.

The findings confirm that POS contributes positively and significantly to Employee Engagement and mediates the relationship between POS and Emotional Detachment through competitive mediation, establishing engagement as the critical psychological mechanism. The relationship between POS and Reduced Discretionary Effort, is not supported in this study due to the normalization of boundary-setting behaviors as wellness practices among Generation Z employees in Indonesia. These findings contribute guidance for organizations in managing Generation Z employees through supervisor recognition and well-being investment. Both are the most impactful strategies to sustain engagement and prevent detachment in this workforce.

Keywords: Perceived Organizational Support, Employee Engagement, Quiet Quitting, Reduced Discretionary Effort, Emotional Detachment, Generation Z, Indonesia