

# The New Trend: Why Indonesian Digital Start-Up Employees are Opting for Quiet Quitting?

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*Abstract:* - Our study examined variable JS, OC, and OCB on QQ within the context of Indonesian digital start-ups. A survey was conducted on 269 employees from digital start-ups in various sectors, such as transportation and logistics, food delivery, e-commerce, fintech, digital payments and wallets, and online learning platforms. Quantitative analysis with SmartPLS 4.0 was used to process the primary data and obtain the SEM. It showed that six out of seven hypotheses were accepted. The direct effect simulation revealed that JS and OC significantly influenced OCB and QQ. Additionally, OCB significantly impacted QQ and mediated the effect of OC on QQ but failed to mediate the relationship between JS and QQ. This research indicates that mitigating the QQ phenomenon requires a comprehensive focus on improving JS, fostering OC, and encouraging OCB. In addition, the findings can be leveraged to devise more effective human resource strategies, including competitive compensation packages, performance-based bonuses, and market-aligned salaries to increase JS. Also, the study underscores the need for promoting a positive work culture and employee development opportunities to augment OC and OCB. Ultimately, these insights guide the creation of human resource policies that can enhance employee performance and commitment, thereby contributing to a company's overall success and productivity.

*Key-Words:* - Quiet quitting (QQ), Job satisfaction (JS), Organizational commitment (OC), Organizational citizenship behavior (OCB).

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## 1 Introduction

Indonesia is experiencing a remarkable economic shift in today's increasingly digital world with the rise of digital start-ups that are becoming significant players in the Southeast Asian digital economy, [1], [2]. Indonesia's digital economy witnessed a remarkable surge of 22% from the previous year, reaching almost US\$77 billion in total value in the previous year, accounting for nearly 40% of digital economy transactions in the region, [3]. However, despite this growth and promise, the rise of digital start-ups has led to a critical issue in the workplace that affects not only these start-ups but other industries in the country. This issue is called QQ, a growing concern among Gen Z and millennial employees in Indonesia and other parts of the world, negatively impacting the productivity and growth of organizations, [4], [5].

The pandemic covid-19 resulted in popular substantial transformations within the work environment and has profoundly impacted the

equilibrium between work as well as personal living, often associated with the QQ phenomenon, [6], [7]. While the pandemic may have exacerbated this behavior, previous studies have examined similar behaviors under various names, such as disengagement, neglect, and withdrawal, [8], [9], [10].

Different models and methods have been employed to explore and understand these behaviors. However, the efficacy of these methods and models, particularly in the context of digital startups in Indonesia, remains a subject of further examination. QQ is defined by [11], as the gradual withdrawal of an individual from the organization and reduced participation in work-related activities. It is considered an individual response to job stress and dissatisfaction and a coping mechanism to reduce or avoid work-related negative emotions. QQ behaviors can negatively affect employees and organizations, such as decreased productivity, increased costs, and reduced morale, [12], [13].

In studying this diverse body of research, a classification of the literature reveals that studies on QQ and similar behaviors can be divided into those examining the psychological and individual aspects of QQ, those that delve into organizational factors and environments, and those considering the societal and cultural contexts of the phenomenon. A comparative analysis, however, brings forth a significant gap in our understanding of how these behaviors specifically manifest and are dealt with within the unique context of digital start-ups in Indonesia.

Recognizing the vital contribution of digital start-ups to Indonesia's economic landscape, this research intends to explore the QQ phenomenon, specifically within digital start-ups, [14]. Start-ups are known for experimenting with and refining a business model until it becomes feasible and scalable, [15]. However, start-ups operate in conditions of great uncertainty, possess limited resources, and prioritize innovation and rapid expansion, [16]. Furthermore, as defined by [17], digital entrepreneurship uses digital technology to establish new enterprises and transform existing ones.

Though there has been considerable research on QQ in the broader context of work, [18], specific studies focusing on digital start-ups in Indonesia still need to be made available. Existing literature has highlighted the significance of JS, OC, OCB, and employee withdrawal behavior in the workplace, [19]. However, integrating these variables within the context of QQ in digital start-ups still needs to be explored.

Identifying this gap, our study seeks to investigate QQ within the niche of digital start-ups. It uniquely examines the interplay of JS, OC, and OCB within this dynamic. No existing research has holistically examined this complex relationship within the digital start-up context, particularly in Indonesia. Our focused investigation endeavors to enhance the current knowledge repository, comprehensively comprehend this phenomenon and develop strategies to address its potential adverse consequences on the digital start-up sector. By clearly delineating our research's specific scope and unique methodology, we clarify how it distinguishes itself from the existing literature and contributes to it. Through this inquiry, we aim to pioneer a more localized and context-specific understanding of QQ in the digital start-up sector, thereby filling a critical research void and broadening the existing academic discourse.

## 2 Literature Review

### 2.1 Quiet Quitting (QQ)

Withdrawal behavior, a theory similar to QQ, has been a topic of interest in organizational behavior for several decades, and it pertains to employees' psychological or physical disengagement from their workplace, [20], [21]. QQ, on the other hand, is a voluntary behavior exhibited by employees in response to negative work experiences or stressors, such as absenteeism, turnover, or other forms of disengagement, [22], [23]. It serves as a means for employees to escape unpleasant work environments caused by job dissatisfaction or a lack of OC, [24]. QQ can take many forms, including absenteeism, showing up late for work, or leaving the organization altogether, [19], [25]. According to [26], they have conceptualized QQ as an employee's intention to reduce or terminate their work involvement by calling in sick, reducing work effort, or quitting their job. Understanding QQ is crucial, and managers need to comprehend the QQ phenomenon as it can negatively impact OCB and JS, reducing productivity and increasing expenses associated with hiring and training their employees.

### 2.2 Job Satisfaction (JS)

Management, [27], characterizes JS as an emotional condition marked by positivity, encapsulating an individual's comprehensive assessment of their job, the satisfaction of their needs, and the realization of their anticipations. Meanwhile, based on, [28], the concept of JS holds significant importance as it reflects an employee's emotional state towards their job and the overall work environment. JS is a multidimensional construct encompassing both affective and cognitive components, [29]. It represents an individual's satisfaction and pleasure from their job and work environment, encompassing a sense of contentment with their job and work experiences, [22]. As described by, [23], JS relates to an individual's positive or negative emotions associated with their job and job-related encounters. Numerous employment-related aspects substantially impact JS, as outlined by, [24].

### 2.3 Organizational Commitment (OC)

OC, a vital element within management studies, is typified as an individual's recognition and participation within a distinct organization, [15]. It symbolizes the degree of an employee's identification, active involvement, and preparedness to offer extra effort to achieve an organization's goals, [30]. As stated by, [31], OC signifies an

employee's intensity of dedication, association with an organization, and intent to strive for its objectives. Previous studies by, [26], [32], [33], have persistently emphasized the significance of OC as a measure of an employee's mental bonding to their organization and their willingness to contribute to its goals actively. A heightened sense of OC has been demonstrated to positively impact employee results, such as JS and OCB, and diminish the potential for QQ.

## 2.4 Organizational Citizenship Behavior (OCB)

Scholars such as, [28], [29], [31], [34], have all explored OCB and found that it can be defined as voluntary actions that exceed an individual's formal job requirements and support the efficient operation of an organization. OCB behaviors include assisting colleagues, taking on extra responsibilities, and being punctual and reliable, [15]. Even though the official reward system does not formally acknowledge it, participating in OCB is crucial in promoting effective work, as emphasized by [24]. Hence, OCB holds immense significance for the overall success of any organization. Understanding the factors that impact OCB can assist organizations in cultivating a positive workplace atmosphere that nurtures employee commitment and satisfaction.

This study examined the relationship between JS, OC, OCB, and QQ in Indonesian digital start-ups. The hypotheses put forward in this study are as follows:

*H1: JS significantly affects OCB.*

A study by [28], discovered that female educators expressing greater JS were more prone to display OCB, suggesting a positive relationship between these two variables. Concurrently, [35], illustrated that JS influences and is also affected by OCB, establishing a directly proportionate relationship between the two. This finding aligns with previous studies conducted by [24], [29], [34], [36], which similarly highlight a positive relationship between JS and OCB. When employees experience satisfaction in their roles, they exhibit behaviors that contribute to the betterment of the organization. This can include assisting colleagues, willingly taking on additional responsibilities, and surpassing the expectations of their assigned tasks.

*H2: JS does not significantly affect QQ.*

Recent investigations by [11], have illuminated the inverse relationship between JS and QQ, with preventable absenteeism and the intention to leave being the vital outcomes of focus. Their study

underscores that employees expressing higher JS are likely to display reduced preventable absenteeism and less inclination to leave than those with lower JS levels. Correspondingly, other researchers, including, [37], [38], have also identified a considerable negative correlation between JS and QQ, using indicators such as intent to leave and absenteeism. These insights are relevant to organizational leaders aiming to enhance employee contentment and maintain staff retention.

*H3: OCB mediates the effect of JS on QQ.*

Recent studies by [24], [25], have shed light on the relationship between JS and OC as well as OCB. The findings suggest that JS has a negative correlation with turnover and a positive correlation with OCB. This suggests that when employees experience a sense of loyalty and connection to the organization, they are less inclined to leave, which can be viewed as a manifestation of the QQ issue. Turnover can be viewed as a physical withdrawal behavior, whereas QQ is a psychological detachment from the organization. These results highlight the importance of fostering a positive work environment that promotes JS, which can increase employee commitment and engagement in OCB.

*H4: OC significantly affects OCB.*

Research by [15], has demonstrated a positive linkage between OC and OCB, implying that dedicated employees are more likely to involve themselves in discretionary actions that benefit the company's targets and aims. This assertion is further backed by [31], who illustrated that employees exhibiting higher OC levels are more disposed to partake in OCB. Engagement in OCB can ultimately aid in enhancing the organization's sustainability performance, emphasizing the necessity for organizations to concentrate on nurturing OC and advocating for OCB among their workforces.

*H5: OC does not significantly affect QQ.*

OC is a crucial aspect of employee behavior in the management field. However, it is noteworthy that OC could significantly and negatively affect QQ—a behavior where employees disengage from their jobs without actively seeking alternative employment. To understand this relationship better, researchers have found that the loyalty indicator, a sub-dimension of OC, is the most significant factor in determining the association between OC and QQ, [39]. Interestingly, OC is also highly associated with absenteeism, but the behavior is the opposite of QQ. Employees who exhibit high levels of OC tend to

have minimum absenteeism, reflecting their dedication to their work and organization.

*H6: OCB mediates the effect of OC on QQ.*

Studies have determined that OC notably affects employee performance via OCB, a key element in boosting job productivity, [40]. This discovery emphasizes the likelihood of psychological withdrawal appearing as diminished job productivity, which can be alleviated by cultivating a robust sense of OC among employees. In addition, a research piece by, [41], showed that OC exerts a direct and favorable effect on OCB, ultimately contributing to enhanced employee performance. As a result, individuals exhibiting stronger OC are more likely to display elevated levels of OCB and superior performance, leading to a reduced propensity for QQ.

*H7: OCB does not significantly affect QQ.*

As mentioned in, [42], prior studies have consistently shown a notable correlation between OCB and employee turnover. The absence of displaying OCB can increase the likelihood of silent resignations within a group, indicating that turnover is one of the characteristics of QQ. Interestingly, a high level of OC is significantly correlated with lower turnover intention and is positively linked to OCB. These findings suggest that enhancing employee OC and OCB can positively reduce turnover and promote silent resignation from the group.

Based on the explanations, the study model framework can be illustrated in Figure 1.

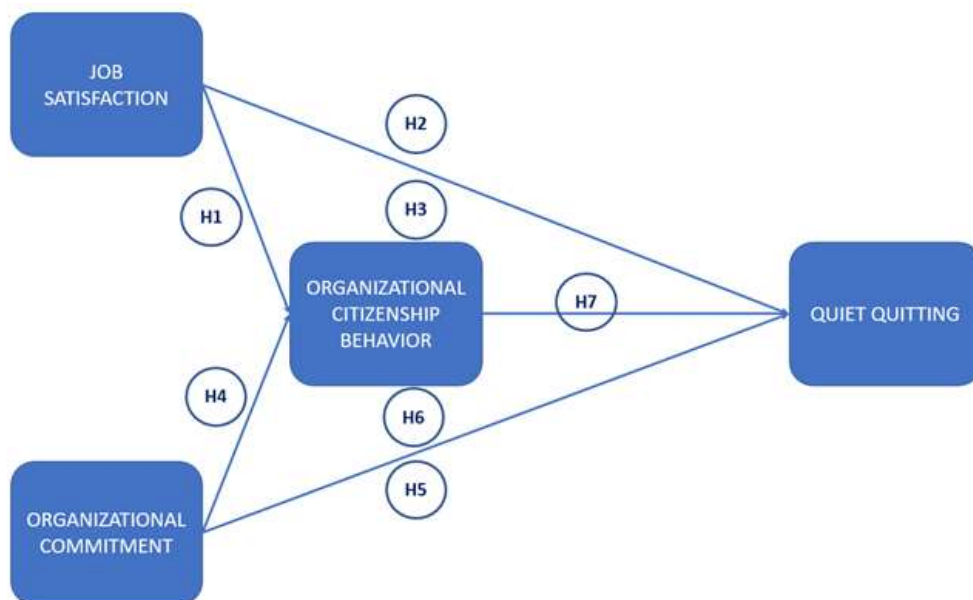


Fig. 1: QQ Research Model

### 3 Methodology of Research

#### 3.1 Methodological

Our research used quantitative methodology, utilizing a large sample size to ensure comprehensive data collection. A Google Form questionnaire that employed a 5-point Likert scale was utilized. This approach allowed for efficient and standardized data collection, enabling the acquisition of extensive and informative primary data. The questionnaire included detailed indicators for the dependent and independent variables and gathered information about the respondents' profiles. According to [43], in [44], it was proposed that

employing 5-point rating scales can minimize confusion and enhance the response rate. In addition, this survey was developed by distributing the questionnaire that had been compiled to several respondents of digital startup companies, which were then passed back to other respondents' coworkers in the company (using snowball sampling). Table 1 shows sample questions for each dimension of each variable.

Table 1. Sample Questions

Variable	Dimension	Indicator	Question Indicators
Quite Quitting	Physical	Absenteeism	Taking leave and sick leave even when not sick
	Psychological	Socializing pretending to be busy	Showing effort to look busy even when not busy
Job Satisfaction	Job satisfaction	Work	I am satisfied with my current job
	Satisfaction with Rewards	Pay	I feel I am being paid a fair amount for the work I do.
	Satisfaction with superior supervision	Supervisors	Communication between superiors and subordinates is well established in solving work problems.
	Satisfaction with colleagues	Coworkers	Good relationship with coworkers
	Satisfaction with job promotion	Promotion	All employees in this company are given equal opportunities for promotion.
Organizational Commitment	Affective Commitment	Loyalty towards the organization	I would be very happy to spend the rest of my career with this company
	Continuance Commitment	Considers the benefits of continuing to work for the company	Right now, staying with my company is a matter of necessity as much as desire
	Normative Commitment	Willingness to work and a sense of responsibility for the organization's advancement.	I do not feel obligated to stay with my current employer (R)
Organizational Citizenship Behavior	Helpful Behaviors	Assisting others with work-related problems or defusing interpersonal conflicts	I take steps to try avoid problems with other workers.
	Civic Virtue	Remaining informed about and actively participating in workplace life	I attend and actively participate in office meetings
	Sportsmanship	Not complaining about trivial matters	I focused on what was wrong with the company rather than the positives (R)

### 3.2 Population and Sampling

This study explored the workforce of digital start-ups and their unique characteristics by utilizing a cross-sectional questionnaire design with minimal intervention. The sample group consisted of Gen Z individuals aged 18 to 25 and millennials aged 26 to 42, making for a diverse and representative pool of employees. In addition, the research employed a snowball non-probability sampling technique, leading to a sample of 269 participants who fulfilled the necessary criteria. Snowball sampling, as described in [45], is a non-probability sampling method where existing units assist in recruiting new units to be included in the sample.

### 3.3 Data Analysis

Our data analysis leverages the Partial Least Squares (PLS) method, a versatile and powerful tool for exploring complex interrelationships among various variables. PLS aids in making predictions, confirming information, and testing hypotheses, a critical advantage when dealing with multifaceted datasets, [46], such as ours. In choosing PLS, we adhered to specific recommendations. For instance, the ideal sample size for PLS should fall between 150 to 300 observations, and the model should contain seven or fewer constructs or key components. We ensured our dataset met these parameters. We also agreed that measured variables should share at least 50% of their variance for

reliable results. Additionally, to prevent ambiguity and increase the accuracy of our analysis, we carefully identified all constructs in our model before the analysis. Following these guidelines helped us effectively analyze the relationships among our variables of interest, leading to robust, well-informed conclusions. As we proceed, we will also discuss various diagnostic and validation techniques we used to ensure the reliability of our results. By sharing our methodology and findings transparently, we aim to bolster the reliability and replicability of similar future research.

## 4 Results

### 4.1 Demographic Results

The respondents comprised 47.6% of start-up employees aged 18 to 25, while 52.4% were 26 to

42. In addition, 71.7% were in Jakarta, 58.4% were women, and 41.3% were men. Regarding the working period, 46.8% of respondents had worked for 2 to 5 years, while 46.5% had less than two years of working experience.

### 4.2 Confirmatory Factor Analysis (CFA)

CFA tests measure whether a construct is consistent with a latent variable. To provide an in-depth analysis, we meticulously refined our model by excluding indicators that did not meet the validity requirements, thus ensuring the precision and reliability of our findings. Figure 2 presents the SEM analysis results on the relationship between variables. In addition, Table 2 shows the validity test results after omitting invalid question indicators, namely JS2, JS10, OC4, OC6, OC10, QQ4, and QQ7.

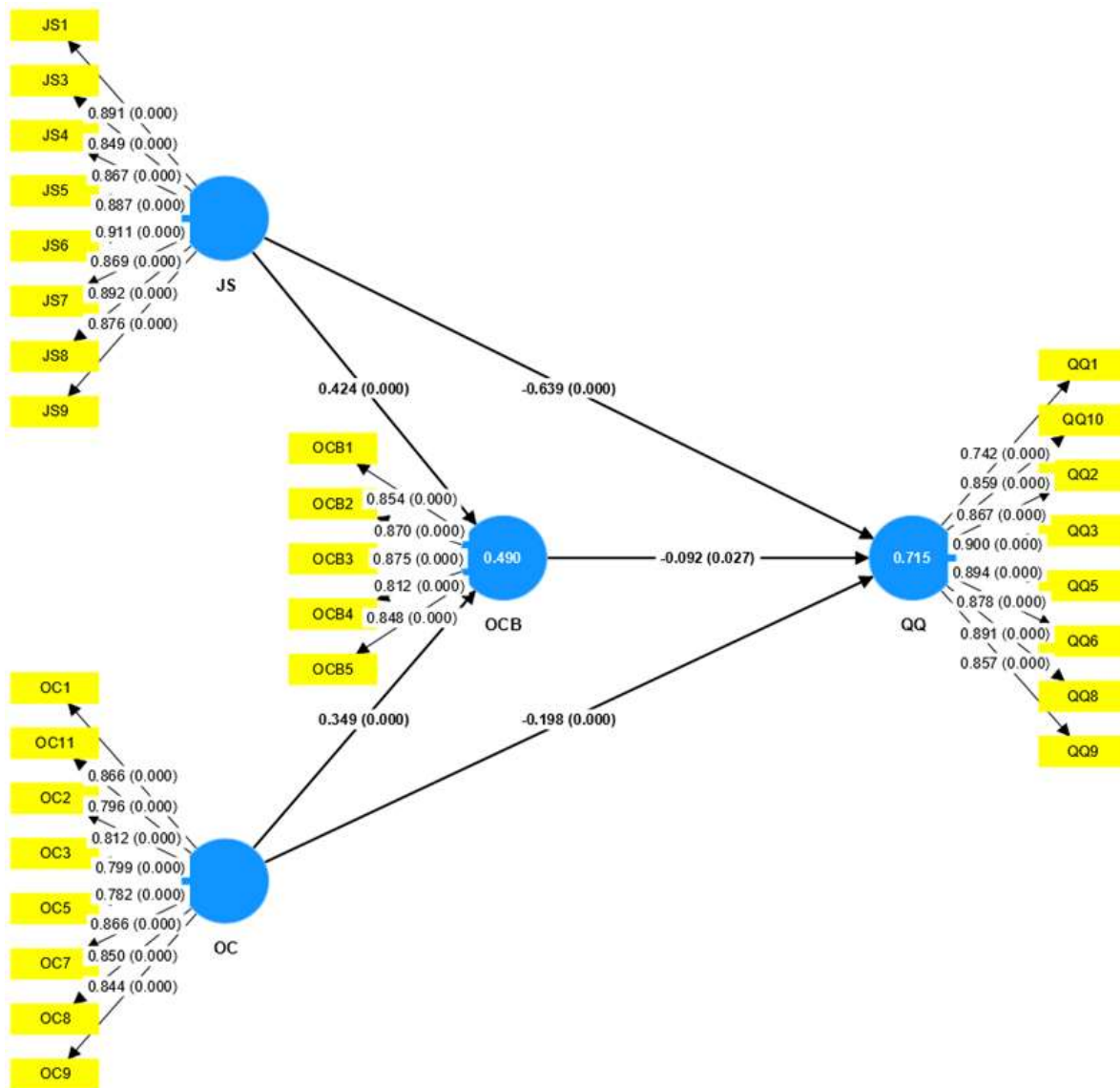


Fig. 2: SEM analysis results

Table 2. Outer Loadings

Variable	Dimension	Indicator	Loading Factor Value	Result
Job Satisfaction	Job Satisfaction	JS1	0.891	Valid
	Satisfaction with Rewards	JS3	0.849	Valid
		JS4	0.867	Valid
	Satisfaction with superior supervision	JS5	0.887	Valid
		JS6	<b>0.911</b>	Valid
	Satisfaction with colleagues	JS7	0.869	Valid
		JS8	0.892	Valid
	Satisfaction with job promotion	JS9	0.876	Valid
	Organizational Commitment	Affective Commitment	OC1	<b>0.866</b>
OC2			0.796	Valid
OC3			0.812	Valid
OC5			0.799	Valid
OC7			0.782	Valid
Continuance Commitment		OC8	<b>0.866</b>	Valid
		OC9	0.850	Valid
Normative Commitment		OC11	0.844	Valid
Organizational Behavior		Citizenship	OCB1	0.854
	OCB2		0.870	Valid
	Civic Virtue	OCB3	<b>0.875</b>	Valid
	Sportsmanship	OCB4	0.812	Valid
		OCB5	0.848	Valid
Quiet Quitting	Physical	QQ1	0.742	Valid
		QQ2	0.859	Valid
		QQ3	0.867	Valid
		QQ5	<b>0.900</b>	Valid
		QQ6	0.894	Valid
	Psychological	QQ8	0.878	Valid
		QQ9	0.891	Valid
		QQ10	0.857	Valid

The study's findings indicate that all indicators for each variable demonstrate validity. The JS variable exhibits the highest loading factor value of 0.911 on the JS6 indicator, which pertains to satisfaction with superior supervision. The OC variable's most significant loading factor value is 0.866, observed on the OC1 and OC8 indicators, representing affective and continuance commitment dimensions, respectively. The OCB variable's most significant loading factor value is 0.875 on the OCB3 indicator, corresponding to the civic virtue dimension. In relation to the QQ variable, the indicator with the highest loading factor value is QQ5, which corresponds to the physical dimension. The loading factor value of 0.900 indicates a strong association between the QQ5 indicator and the physical dimension of the variable.

### 4.3 Validity Test

Two approaches were used: convergent and discriminant. In assessing convergent validity, factor loadings were examined to ensure they exceeded the threshold of 0.708. The factor loading values in Table 2 all met this criterion, indicating their validity. Moreover, Table 3 shows that all constructs included in the study model had Average Variance Extracted (AVE) values above 0.5. The OC construct had the lowest AVE value of 0.685, which still surpassed the threshold.

Table 3. AVE

Construct	AVE
JS	0.775
OC	0.685
OCB	0.726
QQ	0.743

We employed several methods for discriminant validity testing, including Heterotrait-monotrait (HTMT), Fornell Larcker, and cross-loading. However, we present only the HTMT results (Table 4), considered the most accurate test. Table 4 displays the HTMT ratios for all variables, and it is crucial to note that these ratios should be below 0.9 to establish reliable results.

Table 4. Heterotrait-Monotrait Ratio (HTMT) – Matrix

Construct	JS	OC	OCB	QQ
JS				
OC	0.670			
OCB	0.692	0.670		
QQ	0.863	0.701	0.675	

Based on our findings, all the HTMT ratios for the variables examined were below 0.9, indicating that our results are reliable. These validity assessments strengthen the overall robustness of our analysis and provide confidence in the relationships.

#### 4.4 Reliability Test

A reliability test assesses the overall reliability of the indicator block that measures the constructs. Table 5 provides evidence that the scores are above 0.7, which implies they are reliable.

Table 5. Composite Reliability

Construct	Composite reliability (rho_a)	Composite reliability (rho_c)
JS	0.959	0.965
OC	0.935	0.946
OCB	0.906	0.930
QQ	0.952	0.959

In addition to composite reliability, we can use Table 6, and the value is considered acceptable if exceeds 0.708, [46]. Meanwhile the the lowest OCB value at 0.906.

Table 6. Cronbach's Alpha

Construct	Cronbach's Alpha
JS	0.958
OC	0.934
OCB	0.906
QQ	0.944

#### 4.5 Effect of F-Square and R-Square

As stated by [46], the F-Square value is categorized into minor, moderate, and significant effects, represented by values of 0.02, 0.15, and 0.35. Therefore, refer to Table 7, where the F-Square values exceed 0.35, which means all variables are significant.

Table 7. The F-Square

Construct	JS	OC	OCB	QQ
JS				
OC	0.670			
OCB	0.692	0.670		
QQ	0.863	0.701	0.675	

Table 8. The R-Square

Construc	R-Square	R-Square
OCB	0.490	0.486
QQ	0.715	0.712

Table 8 shows the results of the R-Square simulation. It is typically expected to range between 0 and 1, as mentioned by [46]. We can see that JS and OC variables collectively account for 48.6% of the influence on OCB. Additionally, the combined influence of JS, OC, and OCB variables on QQ is estimated to be 71.2%.

#### 4.6 Model Fit

To evaluate the compatibility of the study model with the data, a model fit test was conducted. As shown in Table 9, the SRMR value is 0.047, lower than the threshold of 0.10, [47], which means good. Additionally, the value of NFI of 0.832 exceeds the threshold of 0.8, indicating that the model meets the criteria for fit. The SRMR and NFI values indicate that the model is well-fitted to the data.

Table 9. Model Fit

	Saturated model	Estimated model
SRMR	0.047	0.047
d_ ULS	0.963	0.963
d_ G	1.002	1.002
Chi_Square	1,379.854	1,379.854
NFI	0.832	0.832

#### 4.7 Hypothesis Testing

SmartPLS 4.0 was employed to test the hypotheses using bootstrapping as a statistical method. This approach allowed for assessing the direction and



significance of the relationships of latent variables. Details are presented in Table 10.

Table 10. Path Analysis (Direct Effects) and Hypothesis Testing

H	Relationship	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values
H1	JS -> OCB	0.424	0.425	0.081	5.229	0.000
H2	JS -> QQ	-0.639	-0.636	0.053	12.115	0.000
H4	OC -> OCB	0.349	0.348	0.084	4.170	0.000
H5	OC -> QQ	-0.198	-0.202	0.047	4.229	0.000
H7	OCB -> QQ	-0.092	-0.091	0.048	1.933	0.027

Table 11. Specific Indirect Effects and Hypothesis Testing

H	Relationship	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values
H3	JS -> OCB -> QQ	-0.039	-0.040	0.024	1.635	0.051
H6	OC -> OCB -> QQ	-0.032	-0.031	0.017	1.933	0.027

In our study, we scrutinized five distinct hypotheses concerning the intricate relationships among JS, OC, OCB, and QQ. The inaugural hypothesis (H1) postulated a positive correlation between JS and OCB. A detailed data evaluation demonstrated a significant positive link, with JS exerting a direct influence on OCB, quantified as 0.424. The critical p-value registered as 0.000, and the T-statistic was 5.229, strongly supporting H1. Our second hypothesis (H2) envisioned an inverse relationship between JS and QQ. The statistical analysis unveiled a negative correlation, with JS directly influencing QQ, registered as -0.639, thereby substantiating the validity of H2. In our fourth proposition (H4), we postulated a positive interconnection between OC and OCB. Upon analysis, OC was found to impact OCB directly, measured as 0.349, underscoring a significant positive correlation, thereby validating H4. The fifth hypothesis (H5) predicted a negative association between OC and QQ. Our dataset affirmed this, exhibiting a direct influence of OC on QQ, quantified as -0.198. A significant inverse correlation was revealed, resulting in the validation of H5. Finally, the seventh hypothesis (H7) anticipated a negative correlation between OCB and QQ. Our data analysis revealed a direct influence of OCB on QQ, and this indicated a significant negative relationship, hence, validating H7. Collectively, these findings significantly enhance

our understanding of the intricate interrelationships among JS, OC, OCB, and QQ.

In this research, two hypotheses featuring mediating variables were also examined. The results of these tests and indirect effects are represented in Table 11 for hypotheses H3 and H6. The initial row of Table 11 demonstrates the specific indirect impact of JS on QQ via OCB. The value of the original sample stands at -0.039, suggesting a negative but statistically insignificant indirect influence of JS on QQ through OCB. The standard deviation is 0.024, and the T-statistic of 1.635 is not significant at  $p < 0.05$ . Thus, H3 is invalid, indicating that OCB does not effectively mediate the link between JS and QQ. The second row in Table 11 exhibits the specific indirect influence of OC on QQ via OCB.

The original sample value of -0.032 indicates an adverse and statistically significant indirect effect of OC on QQ through OCB. The mean value of the sample, which is -0.031, closely resembles the original sample value, indicating that the indirect effect remains consistent across the sample. The observed relationship is supported by evidence indicating a standard deviation of 0.017 and a significant T-statistic of 1.933 at the  $p < 0.05$  level. Consequently, H6 is validated, suggesting OCB partially mediates the connection between OC and QQ.

## 5 Discussion

### 5.1 The Impact of JS on OCB and QQ

Our study suggests that as the levels of JS rise, employees are more prone to display OCB, which can ultimately prove advantageous to the organization. This discovery aligns with past studies demonstrating a strong positive correlation between JS and OCB, [24], [29], [48].

The investigation corroborated the second hypothesis (H2), signifying a notable negative association between JS and QQ amongst employees. This mirrors earlier research that defined a negative connection between these two variables. Discontented employees are more likely to partake in QQ behaviors, which encompasses diminished effort, motivation, and reduced OC, [11], [22], [23].

Contrarily, the study did not validate the third hypothesis (H3) that proposed OCB as a mediator between JS and QQ. Even without a mediating influence, comprehending the interplay between JS, QQ, and OCB can guide management in formulating strategies to enhance employee satisfaction and diminish the probability of disengagement and attrition. The current study challenges the previous research conducted by [24], which suggested that OCB mediates the relationship between JS and QQ. The disparity in findings could be attributed to the study's participants, who primarily belong to generations Y and Z and have relatively shorter job tenures. These individuals often prioritize their personal needs over organizational duties, leading to higher engagement in OCB despite being dissatisfied with other job aspects.

In addition, the relationship between JS, OCB, and QQ may be more intricate than initially assumed, with OC potentially acting as a mediator between JS and OCB, altering the flow from JS to OC to OCB to QQ. Further research is necessary to clarify the complex interplay between these variables, especially in the context of younger generations in the workforce.

### 5.2 The Impact of OC, OCB, and QQ

The outcomes of this study underscore the pivotal role of OC in promoting OCB. This result corresponds with past studies by [15], [31], that also observed a positive correlation between OC and OCB. Employees who feel a strong bond with their organization and its objectives are more inclined to participate in actions that favor the organization, ultimately strengthening their sense of belonging. The fifth hypothesis (H5) exposed a notable inverse

association between OC and QQ, suggesting that employees with a stronger connection to their organization are less likely to display QQ behaviors. This outcome resonates with previous research by [26], which also noted a negative connection between OC and QQ.

Furthermore, the sixth hypothesis (H6) confirms that OCB can mediate OC and QQ. Therefore, OCB can reinforce OC, which in turn can enhance employee performance and reduce QQ behavior. This finding suggests that OCB is a mechanism through which OC positively influences QQ. Finally, the seventh hypothesis (H7) exhibited a significant inverse relation between OCB and QQ. This result is in sync with past research that ascertained that a decrease in OCB was linked to reduced employee JS and a rise in turnover intentions, indicators of QQ, [41]. These findings furnish crucial insights for organizations to foster a positive work culture that encourages employee commitment and citizenship behavior and lessens the likelihood of QQ behaviors.

### 5.3 Implication and Recommendation

The study's implications aim to help digital start-up companies tackle the issue of QQ by utilizing each variable's highest loading factor values. Companies should improve JS by providing regular employee feedback, especially in superior supervision and feedback. To enhance OC, companies should foster a positive workplace culture, provide opportunities for professional development, acknowledge employee contributions, and encourage employee involvement. Similarly, companies should create a culture of mutual assistance and cooperation to improve OCB by promoting mutual help and support, offering opportunities for collaboration, rewarding helpful behavior, and monitoring employee involvement regularly. In contrast, QQ behaviors like leaving work early (physical dimension) or pretending to be busy (psychological dimension) relate to QQ. Thus, remote working trends require companies to monitor their employees' performance through specific, measurable goals, progress tracking, and regular performance reviews instead of hours worked and conducting regular assessments.

This study offers practical recommendations for improving JS, OC, and OCB and preventing QQ in the workplace. The study identified the lowest value for each factor, with JS being linked to below-market salaries. Companies should consider competitive benefits packages, performance-based bonuses, open communication about compensation, and regular salary adjustments to tackle this issue.

For OC, companies should provide clear expectations, growth opportunities, recognition, and rewards and foster a sense of belonging. To promote OCB, companies should encourage employee involvement, cultivate a positive organizational culture, offer training, and recognize high OCB performers. To prevent QQ, companies should establish clear policies with consequences for excessive personal activities during work hours or fraudulent sick leave, provide necessary resources such as designated areas for personal activities, and promote work-life balance through flexible schedules, telecommuting, and paid time off. Implementing these recommendations can enhance employee satisfaction, commitment, and performance, leading to a more productive and positive workplace culture.

#### 5.4 Limitations and Future Research

Our investigation was exclusively conducted within the start-up industry, a factor that could influence the generalizability and validity of our conclusions owing to this industry's unique and fluctuating nature. The recent wave of layoffs sweeping across the digital start-up landscape is a significant concern. This context could introduce external influences, which might alter the dynamics of our findings. Furthermore, our research methodology employed only two independent variables and one mediating variable, which, while shedding light on the QQ, might offer a partial understanding of this multifaceted phenomenon.

Despite these limitations, our study paves the way for intriguing future research possibilities around QQ. One such direction is extending the QQ analysis to diverse industries, such as the historically stable banking sector, to garner valuable comparative insights. Subsequent studies could also explore variables that can impact the examined relationships, such as work-life balance, employment flexibility, level of employee engagement, opportunities for career progression, perceived employee value, and feelings of empowerment or autonomy. Incorporating these elements into the research framework could significantly enrich our understanding of the intricate dynamics underlying QQ. Moreover, future research could probe into alternative JS and OCB dimensions that exhibit stronger QQ associations. Exploring OC as a possible mediator also promises valuable insights. Through a comprehensive examination of these QQ aspects, a more thorough understanding of the phenomenon can be achieved, significantly contributing to the knowledge and practices within the management field, particularly

at the individual and organizational levels. Ultimately, by further investigating these areas, we can construct more effective countermeasures against QQ, contributing to healthier work environments and driving increased organizational performance.

## 6 Conclusions

In an attempt to comprehend the intricate dynamics of JS and OC in relation to QQ, we focused our study on the digital start-up industry in Indonesia, a context rich with the variables mentioned above, aiming to unlock crucial insights that would deepen our understanding of these components in such a specific yet impactful setting. Through our rigorous research efforts, the findings overwhelmingly validated the proposed hypotheses, with a single exception being H3. It was intriguing to observe that a surge in JS levels was associated with an amplification of OCB while concurrently exhibiting a downward trend in QQ; a similar pattern emerged with increased OC levels. A striking observation was a substantial inverse relationship between OCB and QQ, with the former mediating in the relationship between OC and QQ but absent in the JS to QQ interrelation.

The ramifications of these observations are extensive, particularly in guiding human resource management strategies in the dynamic landscape of digital start-ups. It underlines the essence of fostering an enriching work culture, where employees are provided with myriad development opportunities, acknowledged for their contributions, and actively encouraged to engage, bolstering OC and OCB. Concurrently, these firms must ensure the competitiveness of their benefits packages, maintain transparency around compensation, offer performance-linked bonuses, and align salaries to market standards to boost JS. Moreover, to mitigate QQ behaviors, it becomes imperative for these companies to set forth clear and concise policies, extend the required resources, and promote a healthy work-life balance. While our study significantly enriches the extant literature on JS, OC, OCB, and QQ, we acknowledge its limitations, primarily emanating from the restricted and homogenous sample size. Consequently, we suggest that subsequent research should endeavor to incorporate a broader, more diverse sample, thus allowing for the exploration of these variables across various contexts and industries, which could potentially yield universal findings, transcending the realm of Indonesian digital start-ups and making a

notable contribution to the domain of organizational behavior studies.

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### **Contribution of Individual Authors to the Creation of a Scientific Article (Ghostwriting Policy)**

- Ade Suhendar was instrumental in forming the study's conceptual framework. He meticulously performed the necessary analyses and interpreted the data, forming the backbone of the research findings. His expert understanding and rigorous approach significantly enriched the study, lending credibility and depth to the findings, and setting a strong foundation for future explorations in this research area.

- Ronald Setiadi also significantly contributed to the study's design and structure, marking his involvement in its conception. His role extended beyond the realms of ideation, as he generously provided crucial resources that were vital in the actualization of the research, thereby ensuring its smooth execution.

- Artati Artati played a dual role in this project. On the one hand, she was responsible for drafting the manuscript, skillfully transcribing the findings and observations into a comprehensive document. On the other hand, she was actively involved in the actual investigation, collating the data, and managing the processes that would later form the basis of our analysis.

- Abdul Rohman, alongside his contribution to the authoring of the manuscript, was actively engaged in the investigative aspects of the study. His role in data collection, observance of processes, and meticulous investigation added another layer of accuracy to our work, enhancing its credibility and validity.

Notably, all authors were involved in the final review of the manuscript. After comprehensive and critical readings of the document, each author expressed their approval for the final manuscript.

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The authors have no conflicts of interest to declare.

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