

# Peran Moderasi Job Crafting dalam Hubungan antara Employee Well-being dan Quiet Quitting pada Karyawan Generasi Z = The Moderating Role of Job Crafting on the Relationship Between Employee Well-being and Quiet Quitting among Generation Z Employees

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## Abstrak

Transisi angkatan kerja ke generasi Z membuat perusahaan perlu memperhatikan karakteristik unik yang dimiliki generasi Z dibandingkan generasi sebelumnya. Gen Z berani untuk berperilaku sesuai nilai yang diprioritaskannya, salah satunya adalah well-being. Hal ini berkaitan erat dengan fenomena quiet quitting. Quiet quitting merupakan karyawan yang tidak berhenti bekerja secara resmi namun tidak melampaui batas dasar kewajiban mereka. Salah satu faktor yang berhubungan dengan terjadinya quiet quitting adalah employee well-being yang rendah. Kebebasan dan kemandirian melalui job crafting berpotensi menekan perilaku quiet quitting. Penelitian ini bertujuan untuk melihat peran moderasi dari job crafting dalam memperlemah hubungan employee well-being dan quiet quitting. Partisipan penelitian ini berjumlah 268 karyawan generasi Z yang sedang bekerja, sudah melewati tahap probation (3 bulan), dan memiliki atasan. Pengambilan partisipan menggunakan metode convenience sampling dengan menyebarkan kuesioner secara daring. Analisis moderasi dilakukan dengan menggunakan macro process Hayes model 1. Hasil analisis data hipotesis mempunyai nilai ( $p$ )  $0.170 > 0.05$ . Hal ini berarti tidak ada efek moderasi job crafting yang memperlemah hubungan employee well-being dan quiet quitting pada karyawan generasi Z. Hasil penelitian ini memberikan inisiatif penting bagi perusahaan untuk meningkatkan employee well-being sebagai upaya mengurangi perilaku quiet quitting.

.....The transition of the workforce to generation Z made companies need to pay attention to the unique characteristics that generation Z had compared to previous generations. Gen Z dared to behave according to their prioritized values, one of which was well-being. This was closely related to the phenomenon of quiet quitting. Quiet quitting was an employee who did not officially stop working but did not exceed the basic limits of their obligations. One of the factors associated with quiet quitting was low employee well-being. Freedom and independence through job crafting had the potential to suppress quiet quitting behavior. This study aimed to examine the moderating role of job crafting in weakening the relationship between employee well-being and quiet quitting. The participants of this study amounted to 268 generation Z employees who were currently working, had passed the probation stage (3 months), and had a supervisor. Participants were collected using a convenience sampling method by distributing questionnaires online. Moderation analysis was conducted using macro process Hayes model 1. The results of the hypothesis data analysis had a value ( $p$ ) of  $0.170 > 0.05$ . This meant that there was no moderating effect of job crafting that weakened the relationship between employee well-being and quiet quitting in generation Z employees. The results of this study provided important initiatives for companies to improve employee well-being as an effort to reduce quiet quitting behavior.