

## Intisari

*Quiet quitting* merupakan fenomena yang ramai dilakukan oleh karyawan setelah pandemi COVID-19. Hal ini dilakukan dengan cara memberikan usaha secukupnya dalam melakukan pekerjaannya. Dalam fenomena ini, karyawan generasi Z terbukti memiliki tingkat *quiet quitting* yang tinggi. Generasi Z yang baru saja memulai awal karirnya harus menghadapi tantangan akibat pandemi dengan adanya ketidakstabilan dan tuntutan pekerjaan yang berat. Pada akhirnya, banyak karyawan yang mengalami *burnout* dan memiliki tingkat kepuasan kerja yang rendah. Penelitian ini bertujuan untuk mengeksplorasi hubungan *job burnout*, kepuasan kerja, dan *quiet quitting*, serta peran pemberdayaan psikologis sebagai pemoderasi.

Penelitian dilakukan dengan pendekatan kuantitatif melalui kuesioner yang melibatkan 274 karyawan generasi Z yang sudah bekerja minimal 6 bulan. Analisis data menggunakan metode Partial Least Square (PLS) dengan aplikasi SmartPLS 4.0. Hasil analisis penelitian menunjukkan bahwa *job burnout* berpengaruh negatif terhadap kepuasan kerja dan kepuasan kerja berpengaruh negatif terhadap *quiet quitting*. Sementara itu, pemberdayaan psikologis tidak memoderasi hubungan negatif kepuasan kerja terhadap *quiet quitting*.

Kata Kunci: *Job Burnout*, Kepuasan Kerja, Pemberdayaan Psikologis, *Quiet Quitting*, Generasi Z, Pandemi COVID-19

### *Abstract*

*Quiet quitting is a phenomenon that has been widely practiced by employees after the COVID-19 pandemic. This is done by giving sufficient effort in doing their work. Employees from generation Z have been shown to have a high rate of quiet quitting. Generation Z employees who have just started their careers have to face challenges due to the pandemic with instability and heavy work demands. In the end, many employees experience burnout and have low levels of job satisfaction. This study aims to explore the relationship between job burnout, job satisfaction, and quiet quitting, and the role of psychological empowerment as a moderator.*

*The research was conducted using a quantitative approach through a questionnaire involving 274 generation Z employees who have worked for at least 6 months. Data analysis using the Partial Least Square (PLS) method with the SmartPLS 4.0 application. The results of the research analysis show that job burnout has a negative effect on job satisfaction and job satisfaction has a negative effect on quiet quitting. Meanwhile, psychological empowerment has no moderating effect on the negative relationship between job satisfaction and quiet quitting.*

*Keywords: Job Burnout, Job Satisfaction, Psychological Empowerment, Quiet Quitting, Generation Z, COVID-19 Pandemic*