

## Peran Kepuasan Kerja sebagai Mediator Antara Persepsi Dukungan Organisasi, Anchor Virtues, dan Anchor Material terhadap Kecenderungan Quiet Quitting pada Aparatur Sipil Negara

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**Abstract.** According to UU Nomor 20 Tahun 2023, civil servants' main responsibility in Indonesia is to deliver public services professionally. All civil servants are responsible for managing governance professionally and competitively. However, the actual situation diverges significantly from this ideal. The result of a preliminary study showed that they tended to limit their initiatives at work and avoid taking on additional tasks, which was indicated as quiet quitting. This study aims to examine the tendency of quite quitting behavior among civil servants, exploring the role of perceived organizational support, anchor virtues, and anchor materials, all of which are mediated by job satisfaction. The participants in this study were 400 Millennial and Generation Z civil servants who had been employed for at least one year and worked in ministries or central government institutions. The data were collected using the Quiet Quitting Scale, Perceived Organizational Support Scale, Anchor Personality Inventory, and Job Satisfaction Scale. Hypothesis testing, conducted using the bootstrapping method with SPSS indicated that (1) job satisfaction fully mediates the relationship between perceived organizational support and anchor materials on quiet quitting; (2) job satisfaction partially mediates the relationship between anchor virtues and quiet quitting; and (3) anchor virtues significantly influence quiet quitting, with or without the mediation of job satisfaction.

**Keywords:** Quiet Quitting, Perceived Organizational Support, Anchor Virtues, Anchor Materials, Job Satisfaction, Civil Servant, Millennial, Z Generation.

**Abstrak.** Salah satu tugas pokok Aparatur Sipil Negara (ASN) berdasarkan UU Nomor 20 Tahun 2023 yaitu memberikan pelayanan publik profesional. Negara menuntut ASN untuk bekerja secara profesional dan kompetitif. Akan tetapi, fakta di lapangan menunjukkan sebaliknya. Studi awal menemukan bahwa ASN cenderung membatasi keaktifannya dalam bekerja untuk menghindari diberikan beban kerja di luar tugas utama yang terindikasi sebagai *quiet quitting*. Penelitian ini dilakukan untuk mengetahui kecenderungan *quiet quitting* pada ASN ditinjau dari persepsi dukungan organisasi, *anchor virtues*, dan *anchor materials* yang dimediasi oleh kepuasan kerja. Sebanyak 400 ASN generasi Millennial dan Z dengan masa kerja 1 tahun dan bekerja di instansi pusat berpartisipasi dalam penelitian ini. Penelitian ini menggunakan Skala Quiet Quitting, Perceived Organizational Support Scale, Anchor Personality Inventory, dan Job Satisfaction Scale. Hasil uji hipotesis menggunakan metode bootstrapping pada SPSS menghasilkan temuan antara lain, (1) kepuasan kerja menjadi mediator penuh hubungan antara persepsi dukungan organisasi dan *anchor materials* terhadap *quiet quitting*; (2) kepuasan kerja menjadi mediator parsial hubungan antara *anchor virtues* dan *quiet quitting*; dan (3) *anchor virtues* mempengaruhi *quiet quitting* dengan atau tanpa adanya mediator kepuasan kerja.

**Kata kunci:** Quiet Quitting, Persepsi Dukungan Organisasi, Anchor Virtues, Anchor Materials, Kepuasan Kerja, Aparatur Sipil Negara, Millennial, Generasi Z.