

INTISARI

Generasi Z kini mendominasi pasar tenaga kerja Indonesia, namun memiliki tingkat *turnover intention* yang tinggi, terutama pada perusahaan berbasis proyek yang memiliki dinamika kerja cepat. Kondisi ini berdampak pada meningkatnya biaya rekrutmen dan pelatihan, menurunnya produktivitas, dan terganggunya stabilitas pada keberlangsungan proyek. Penelitian ini bertujuan mengukur tingkat *work engagement*, menganalisis pengaruhnya terhadap *turnover intention*, serta menilai peran *flexible work arrangements* (FWA) sebagai variabel moderator.

Pendekatan kuantitatif *cross-sectional* digunakan dalam penelitian ini, melibatkan 109 responden menggunakan *purposive* dan *snowball sampling*. Data diperoleh melalui kuesioner menggunakan instrumen Utrecht Work Engagement Scale (UWES), *Turnover Intention Scale*, dan *Flexible Work Arrangements Questionnaire* dan dianalisis menggunakan *Moderated Regression Analysis* (MRA).

Hasil penelitian menunjukkan mayoritas responden (80,74%) memiliki tingkat *work engagement* pada kategori sedang hingga sangat tinggi, dengan proporsi terbesar pada kategori tinggi (40,37%). Dari 109 responden, distribusi *work engagement* adalah sangat rendah 14,68%, rendah 4,58%, sedang 33,03%, tinggi 40,37%, dan sangat tinggi 7,34%. Temuan ini diperkuat dengan hasil analisis yang menunjukkan bahwa ketiga dimensi *work engagement*, yakni *vigor*, *dedication*, dan *absorption* berpengaruh negatif signifikan terhadap *turnover intention*, dengan *vigor* memiliki pengaruh paling kuat. Uji MRA mengonfirmasi bahwa *work engagement* ($\beta = -0,490$; $p < 0,001$) dan FWA ($\beta = -0,194$; $p = 0,027$) secara independen menurunkan *turnover intention*. Namun, interaksi keduanya tidak signifikan ($\beta = 0,123$; $p = 0,145$), menandakan FWA tidak memoderasi hubungan antara *work engagement* dan *turnover intention*.

Temuan ini menegaskan peran krusial peningkatan *work engagement* sebagai strategi retensi bagi karyawan Generasi Z di industri berbasis proyek, sekaligus menempatkan FWA sebagai faktor yang berpengaruh langsung, bukan sebagai faktor moderasi.

Kata kunci: *Work Engagement, Turnover Intention, Flexible Work Arrangements, Generasi Z, Perusahaan Berbasis Proyek, Moderated Regression Analysis (MRA).*

ABSTRACT

Generation Z has emerged as the dominant workforce demographic in Indonesia. Despite their strategic potential, this cohort exhibits a relatively high turnover intention, particularly within project-based companies characterized by fast-paced work dynamics. Such a condition leads to higher recruitment and training expenses, diminished productivity, and instability that jeopardizes the continuity of projects. This study aims to measure the level of work engagement, examine its impact on turnover intention, and evaluate the role of flexible work arrangements (FWA) as a moderating variable.

A quantitative cross-sectional approach was employed, involving 109 Generation Z respondents selected through purposive and snowball sampling techniques. Data were collected using validated instruments: the Utrecht Work Engagement Scale (UWES), the Turnover Intention Scale, and the Flexible Work Arrangements Questionnaire. Statistical analysis was conducted using Moderated Regression Analysis (MRA) to assess both direct and interaction effects.

Results indicate that the majority of respondents (80,74%) reported work engagement levels ranging from average to very high, with the largest proportion in the high category (40,37%). From the 109 respondents, the distribution was very low 14,68%, low 4,58%, average 33,03%, high 40,37%, and very high 7,34%. Further analysis revealed that all three dimensions of work engagement, vigor, dedication, and absorption had a significant negative relationship with turnover intention, with vigor exerting the strongest influence. MRA confirmed that work engagement ($\beta = -0.490$; $p < 0.001$) and FWA ($\beta = -0.194$; $p = 0.027$) independently reduce turnover intention. However, the interaction effect between work engagement and FWA was statistically insignificant ($\beta = 0.123$; $p = 0.145$), suggesting that FWA does not moderate this relationship.

These findings highlight the critical role of enhancing work engagement as a retention strategy for Generation Z employees in project-based industries, while positioning FWA as a direct influence rather than a moderating factor.

Keywords: Work Engagement, Turnover Intention, Flexible Work Arrangements, Generation Z, Project-Based Companies, Moderated Regression Analysis (MRA).