

INTISARI

Fenomena *quiet quitting* semakin mendapat perhatian dalam konteks organisasi publik karena berpotensi menurunkan kualitas pelayanan publik. Risiko ini meningkat ketika pegawai memersepsikan rendahnya dukungan organisasi, seperti ketidakjelasan prospek pengembangan karier, lemahnya komunikasi dialogis antara pegawai dan organisasi, serta tingginya tingkat kelelahan kerja. Penelitian ini bertujuan untuk menguji pengaruh pengembangan karier persepsian terhadap perilaku *quiet quitting*, dengan kelelahan kerja sebagai variabel mediasi dan komunikasi dialogis sebagai variabel moderasi. Berlandaskan Teori Pertukaran Sosial, pengembangan karier persepsian dipahami sebagai bentuk dukungan organisasi yang memengaruhi kondisi psikologis pegawai dan respons perilaku kerja mereka. Penelitian ini menggunakan pendekatan kuantitatif dengan menyebarkan kuesioner kepada 769 Aparatur Sipil Negara (ASN) di lingkungan Kementerian Keuangan Republik Indonesia melalui teknik *purposive sampling*. Data dianalisis menggunakan *Structural Equation Modeling–Partial Least Squares* (SEM–PLS). Hasil penelitian menunjukkan bahwa pengembangan karier persepsian tidak berpengaruh langsung secara signifikan terhadap *quiet quitting*, namun berpengaruh negatif dan signifikan terhadap kelelahan kerja. Selanjutnya, kelelahan kerja berpengaruh positif terhadap *quiet quitting* dan berperan sebagai mediator penuh dalam hubungan antara pengembangan karier persepsian dan *quiet quitting*. Selain itu, komunikasi dialogis terbukti memoderasi secara signifikan hubungan antara kelelahan kerja dan *quiet quitting* dengan arah moderasi positif, yang menunjukkan bahwa komunikasi dialogis memperkuat hubungan antara kelelahan kerja dan perilaku *quiet quitting*. Temuan ini mengindikasikan bahwa komunikasi dialogis tidak berfungsi sebagai faktor pelindung yang melemahkan dampak kelelahan kerja, melainkan sebagai mekanisme relasional yang mengondisikan bagaimana kelelahan kerja diterjemahkan ke dalam perilaku *quiet quitting* dalam konteks organisasi publik. Temuan penelitian ini memberikan implikasi penting bagi praktik manajemen sumber daya manusia di sektor publik, khususnya dalam memahami bahwa komunikasi dialogis perlu dikelola secara strategis sebagai ruang refleksi dan penyesuaian hubungan kerja, seiring dengan upaya peningkatan persepsi pengembangan karier dan pengelolaan kelelahan kerja pegawai.

Kata kunci: pengembangan karier persepsian, kelelahan kerja, komunikasi dialogis, *quiet quitting*, organisasi publik.

ABSTRACT

The phenomenon of quiet quitting has gained increasing attention in public sector organizations due to its potential to undermine public service quality. This risk becomes more pronounced when employees perceive insufficient organizational support, such as unclear career development prospects, weak dialogic communication between employees and the organization, and high levels of work burnout. This study aims to examine the effect of perceived career development on quiet quitting, with work burnout as a mediating variable and dialogic communication as a moderating variable. Grounded in Social Exchange Theory, perceived career development is conceptualized as a form of organizational support that shapes employees' psychological states and reciprocal work behaviors. This study adopts a quantitative approach by distributing questionnaires to 769 civil servants in the Indonesian Ministry of Finance using purposive sampling. Data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM–PLS). The results indicate that perceived career development does not have a significant direct effect on quiet quitting, but has a significant negative effect on work burnout. Furthermore, work burnout has a significant positive effect on quiet quitting and fully mediates the relationship between perceived career development and quiet quitting. In addition, dialogic communication significantly moderates the relationship between work burnout and quiet quitting with a positive moderating effect, indicating that dialogic communication strengthens the influence of work burnout on quiet quitting. This finding suggests that dialogic communication does not function merely as a buffering mechanism, but rather as a relational context that conditions how burnout is translated into quiet quitting behavior in public sector organizations. These findings provide important implications for public sector human resource management by highlighting the need to manage dialogic communication strategically, alongside enhancing perceived career development and addressing work burnout, to better understand and respond to quiet quitting as a form of adaptive employee behavior.

Keywords: perceived career development, burnout, dialogic communication, quiet quitting, public sector.