

**GAMBARAN *EMPLOYEE VOICE BEHAVIOR* PADA KARYAWAN
GEN Z PERUSAHAAN *STARTUP* DI JABODETABEK**

SKRIPSI

**Diajukan Untuk Memenuhi Salah Satu Syarat Untuk Mendapatkan
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**APRILLA AR RAHMA
2110321029**

**Dosen Pembimbing:
Dr. Rozi Sastra Purna, M.Psi., Psikolog
Tri Rahayuningsih, S.Psi., MA**

**PROGRAM STUDI PSIKOLOGI PROGRAM SARJANA
FAKULTAS KEDOKTERAN
UNIVERSITAS ANDALAS
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**AN OVERVIEW OF EMPLOYEE VOICE BEHAVIOR AMONG GEN Z
EMPLOYEES IN STARTUP COMPANIES IN GREATER JAKARTA
(JABODETABEK)**

Aprilla Ar Rahma¹⁾, Rozi Sastra Purna²⁾, Tri Rahayuningsih²⁾,
Lala Septiyani Sembiring²⁾, Rani Armalita²⁾

¹⁾Psychology Student, Faculty of Medicine, Andalas University

²⁾Psychology Departement, Faculty of Medicine, Andalas University

aprillaarrahma20@gmail.com

ABSTRACT

Startup companies in Indonesia are currently growing rapidly, with Generation Z as the dominant workforce. In facing intense competition and a high risk of failure, startups require the role of employee voice behavior to drive continuous improvement and development. This study explores the employee voice behavior of Gen Z employees in startup companies in the Greater Jakarta area (Jabodetabek) using a descriptive quantitative method. A total of 391 Gen Z startup employees in Jabodetabek participated in the study through snowball sampling. Data were collected using the adapted Voice Behavior Scale (VBS)). The results show that the level of employee voice behavior among Gen Z employees in Jabodetabek startups falls into the high category (70,3%). Both dimensions of employee voice behavior were also categorized as high: promotive voice (78,3%) and prohibitive voice (60,4%). However, based on the empirical mean, promotive voice ($M = 20,21$) was higher than prohibitive voice ($M = 18,83$). Descriptive statistical analysis showed that employee voice behavior was higher among male employees, aged 26-28 (early adulthood), holding a master's degree, working in the legal division, serving as managers, and provide opportunities for employees to express their opinions.

Keywords: *Employee Voice Behavior, Gen Z, Startup.*

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Aprilla Ar Rahma¹⁾, Rozi Sastra Purna²⁾, Tri Rahayuningsih²⁾,
Lala Septiyani Sembiring²⁾, Rani Armalita²⁾

¹⁾Mahasiswa Program Studi Psikologi, Fakultas Kedokteran, Universitas Andalas

²⁾Departemen Psikologi, Fakultas Kedokteran, Universitas Andalas

aprillaarrahma20@gmail.com

ABSTRAK

Perusahaan *startup* di Indonesia saat ini berkembang pesat, dengan Gen Z sebagai karyawan yang mendominasi. Dalam menghadapi persaingan yang ketat dan risiko kegagalan yang tinggi, *startup* memerlukan peran *employee voice behavior* untuk mendorong peningkatan dan perbaikan berkelanjutan. Pada penelitian ini mengkaji gambaran *employee voice behavior* pada karyawan Gen Z perusahaan *startup* di Jabodetabek dengan menggunakan metode kuantitatif deskriptif. Penelitian ini melibatkan 391 karyawan Gen Z perusahaan *startup* di Jabodetabek dengan menggunakan teknik *snowball sampling*. Pengumpulan data dilakukan dengan mengadaptasi alat ukur *Voice Behavior Scale (VBS)*. Hasil penelitian menunjukkan tingkat *employee voice behavior* pada karyawan Gen Z perusahaan *startup* di Jabodetabek berada pada kategori tinggi (70,3%). Analisis pada kedua dimensi *employee voice behavior* juga berada pada kategori tinggi, yaitu *promotive voice* (78,3%) dan *prohibitive voice* (60,4%). Namun berdasarkan mean empirik, terdapat perbedaan dimana tingkat *promotive voice* (20,21) lebih tinggi dibanding *prohibitive voice* (18,83). Analisis statistik deskriptif menunjukkan tingkat *employee voice behavior* lebih tinggi pada karyawan laki-laki, berusia 26-28 tahun (*early adulthood*), berpendidikan S2, berada di divisi legal, menjabat sebagai *manager*, dan memberikan kesempatan untuk berpendapat.

Kata Kunci: *Employee Voice Behavior, Gen Z, Startup.*