

## RINGKASAN

Penelitian ini berjudul “Pengaruh *Job Demands*, *Perceived Organizational Support*, dan *Job Resources* terhadap *Work Engagement*”. Penelitian ini dilatarbelakangi oleh pentingnya *work engagement* sebagai salah satu faktor kunci dalam meningkatkan kinerja karyawan dan keberhasilan organisasi, khususnya pada sektor perbankan yang memiliki tuntutan kerja tinggi. Karyawan perbankan dihadapkan pada berbagai *job demands* seperti tekanan target, beban kerja, serta tuntutan emosional, yang berpotensi menurunkan keterikatan kerja apabila tidak diimbangi dengan dukungan organisasi dan ketersediaan sumber daya kerja yang memadai. Di sisi lain, terdapat inkonsistensi hasil penelitian terdahulu mengenai pengaruh *job demands*, *perceived organizational support* (POS), dan *job resources* terhadap *work engagement*, sehingga diperlukan penelitian lebih lanjut untuk memperoleh bukti empiris yang lebih komprehensif.

Penelitian ini bertujuan untuk menguji pengaruh *job demands*, *perceived organizational support*, dan *job resources* terhadap *work engagement* karyawan. Variabel *job demands* mencerminkan tuntutan pekerjaan yang meliputi beban kerja, tekanan waktu, dan tuntutan emosional. *Perceived organizational support* menggambarkan sejauh mana karyawan merasakan dukungan, perhatian, serta penghargaan dari organisasi. Sementara itu, *job resources* mencakup berbagai sumber daya yang mendukung pekerjaan, seperti dukungan atasan dan rekan kerja, ketersediaan informasi, serta kesempatan pengembangan diri. Penelitian ini berlandaskan pada *Job Demands-Resources (JD-R) Theory* yang menjelaskan bahwa keseimbangan antara tuntutan kerja dan sumber daya kerja berperan penting dalam membentuk *work engagement* karyawan.

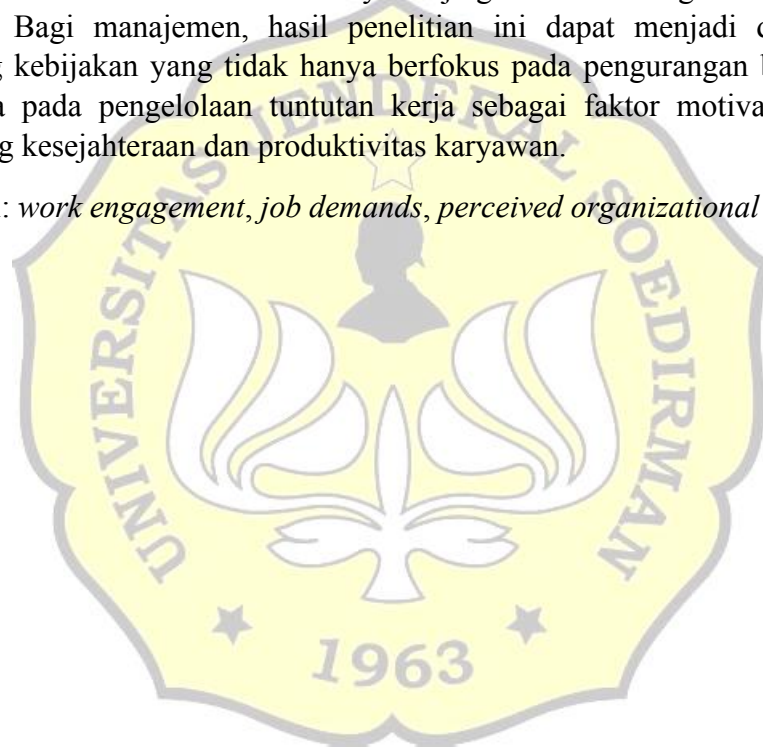
Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei melalui penyebaran kuesioner kepada karyawan bank BUMN. Teknik pengambilan sampel menggunakan metode *purposive sampling* dengan jumlah responden sebanyak 96 orang. Data yang diperoleh kemudian dianalisis menggunakan metode regresi linier berganda dengan bantuan perangkat lunak statistik. Tahapan analisis meliputi uji statistik deskriptif, uji asumsi klasik, serta pengujian hipotesis melalui uji koefisien determinasi ( $R^2$ ), uji F, dan uji t.

Hasil penelitian menunjukkan bahwa: (1) *overload job demands* berpengaruh positif signifikan terhadap *work engagement*; (2) *perceived organizational support* berpengaruh positif signifikan terhadap *work engagement*; dan (3) *job resources* berpengaruh positif signifikan terhadap *work engagement*. Selain itu, hasil uji simultan menunjukkan bahwa ketiga variabel tersebut secara bersama menunjukkan bahwa model regresi yang digunakan bersifat layak, prediktif, serta memenuhi kriteria *goodness of fit*. Temuan ini mengindikasikan bahwa keseimbangan antara tuntutan

pekerjaan, dukungan organisasi, dan ketersediaan sumber daya kerja memiliki peran penting dalam meningkatkan keterikatan kerja karyawan. Secara khusus, *job demands* dalam penelitian ini cenderung dipersepsikan sebagai tantangan (*challenge demands*) yang mampu mendorong motivasi dan keterlibatan kerja.

Hasil penelitian ini memberikan beberapa implikasi. Secara teoritis, penelitian ini memperkuat *Job Demands–Resources (JD-R) Theory* dengan menunjukkan bahwa *job demands* tidak selalu berdampak negatif, melainkan dapat meningkatkan *work engagement* apabila dipersepsikan sebagai tantangan serta didukung oleh *job resources* dan *perceived organizational support*. Secara praktis, organisasi disarankan untuk mengelola *job demands* secara optimal agar tetap bersifat menantang namun tidak berlebihan, serta meningkatkan dukungan organisasi dan ketersediaan sumber daya kerja guna mendorong keterikatan kerja karyawan. Bagi manajemen, hasil penelitian ini dapat menjadi dasar dalam merancang kebijakan yang tidak hanya berfokus pada pengurangan beban kerja, tetapi juga pada pengelolaan tuntutan kerja sebagai faktor motivasional yang mendukung kesejahteraan dan produktivitas karyawan.

Kata kunci: *work engagement, job demands, perceived organizational support, job resources*.



## **SUMMARY**

*This study is entitled “The Effect of Job Demands, Perceived Organizational Support, and Job Resources on Work Engagement.” This research is motivated by the importance of work engagement as a key factor in enhancing employee performance and organizational success, particularly in the banking sector, which is characterized by high work demands. Banking employees are required to cope with various job demands, such as workload pressure, time constraints, and emotional demands, which may reduce their level of engagement if not balanced with adequate organizational support and sufficient job resources. In addition, previous studies have shown inconsistent findings regarding the effects of job demands, perceived organizational support (POS), and job resources on work engagement, highlighting the need for further empirical investigation.*

*This study aims to examine the effects of job demands, perceived organizational support, and job resources on employee work engagement. The job demands variable reflects aspects such as workload, time pressure, and emotional demands. Perceived organizational support represents the extent to which employees perceive that the organization values their contributions and cares about their well-being. Meanwhile, job resources include various supporting factors such as supervisor and coworker support, availability of feedback, and opportunities for professional development. This study is grounded in the Job Demands-Resources (JD-R) Theory, which emphasizes the importance of balancing job demands and job resources in fostering employee engagement.*

*This study employs a quantitative approach using a survey method by distributing questionnaires to employees of state-owned banks. The sampling technique used is purposive sampling, resulting in 96 respondents. The collected data were analyzed using multiple linear regression with the assistance of statistical software. The analysis procedures include descriptive statistics, classical assumption tests, and hypothesis testing using the coefficient of determination ( $R^2$ ), F-test, and t-test.*

*The results indicate that: (1) job demands have a significant effect on work engagement; (2) perceived organizational support has a significant effect on work engagement; and (3) job resources have a significant effect on work engagement. Furthermore, the simultaneous test results indicate that the regression model is valid, predictive, and meets the goodness of fit criteria. These findings suggest that the balance between job demands, organizational support, and job resources plays a crucial role in enhancing employee work engagement. In particular, job demands in this study tend to be perceived as challenge demands, which can stimulate motivation and increase employee engagement.*

*This study also provides several implications. Theoretically, it reinforces the Job Demands–Resources (JD-R) Theory by demonstrating that job demands do not always have negative effects, but can enhance work engagement when perceived as challenges and supported by adequate job resources and perceived organizational support. Practically, organizations are advised to manage job demands optimally so that they remain challenging but not excessive, while also enhancing organizational support and the availability of job resources to foster employee engagement. For management, these findings can serve as a basis for designing policies that not only focus on reducing workload, but also on managing job demands as a motivational factor to support employee well-being and productivity.*

*Keywords: work engagement, job demands, perceived organizational support, job resources.*

