

PERAN PERSEPSI PROGRAM PENGEMBANGAN KARIER TERHADAP HUBUNGAN ANTARA WORKLOAD DAN WORK ENGAGEMENT PADA KARYAWAN STARTUP

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Abstract. *As a startup employee, maintaining work engagement is very important due to the impact on performance and business continuity. Work engagement can be influenced by job demand (e.g., workloads) and job resources (e.g., perceptions of career development programs). Work engagement was measured by the Utrecht Work Engagement Scale (UWES-9), workload was measured by the Subjective Workload Assessment Technique (SWAT), and perceptions of career development programs was measured by the Career Development Program Perception Scale. This study succeeded in gathering 200 participants who work at startups. This study found that the perceived role of career development programs was not able to moderate the relationship between workload and work engagement of startup employees ($p > 0.05$). However, the researcher found that the perception of career development programs (CDP) had different effects on each aspect of the workload tested whereby once component of workload namely work stress has a strong impact to work engagement through the role of perception of CDP as a moderator.*

Keywords: *persepsi program pengembangan karier, startup, work engagement, workload*

Abstrak. *Sebagai karyawan startup menjaga engagement karyawan merupakan suatu hal yang sangat penting. Hal ini terjadi karena work engagement mampu berdampak pada performa dan kelangsungan bisnis. Dalam model JD-R, work engagement dapat dipengaruhi oleh job demand dan job resources. Job demand dapat diwakili oleh workload, sedangkan job resources dapat diwakili oleh persepsi program pengembangan karier. Work engagement dapat diukur menggunakan Utrecht Work Engagement Scale (UWES-9), workload diukur menggunakan Subjective Workload Assessment Technique (SWAT), dan persepsi program pengembangan karier diukur menggunakan Skala Persepsi Program Pengembangan Karier. Penelitian*

ini berhasil menghimpun 200 orang partisipan karyawan yang bekerja di startup. Penelitian ini menemukan bahwa peran persepsi program pengembangan karier tidak mampu memoderasi hubungan *workload* dengan *work engagement* karyawan *startup* ($p > 0,05$). Namun, peneliti menemukan bahwa persepsi program pengembangan karir (CDP) memiliki efek yang berbeda pada setiap aspek beban kerja yang diuji dimana satu komponen beban kerja yaitu stres kerja memiliki dampak yang kuat terhadap keterlibatan kerja melalui peran persepsi CDP sebagai moderator.

Kata kunci: **persepsi program pengembangan karier, startup, work engagement, workload**