

ABSTRAK

PENGARUH PRAKTIK MANAJEMEN SUMBER DAYA MANUSIA PERSEPSIAN TERHADAP *PRESENTEEISM*: INTENSI KELUAR SEBAGAI VARIABEL PEMEDIASI

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Keadaan darurat akibat Covid-19 menyebabkan berbagai perusahaan di Indonesia melakukan perubahan sistem kerja, seperti *work from home* agar kegiatan masyarakat tetap berjalan. Survei oleh PWC terhadap organisasi *remote* di Amerika Serikat mengungkapkan terdapat beberapa kondisi sistem kerja fleksibel sulit diterapkan. Namun, sistem kerja fleksibel berpotensi semakin meluas untuk diterapkan walaupun pandemi Covid-19 melandai. Penelitian ini berfokus pada sistem kerja fleksibel tempat yang sering disebut sebagai *remote work*. Menurut survei *Flexjobs* dan *Mental Health America* menemukan dampak positif dari sistem kerja fleksibel terhadap kesehatan mental dan fisik karyawan. Pada kenyataannya, bekerja *remote* juga memberikan dampak negatif bagi karyawan, seperti karyawan merasa terisolasi, kesepian, kecemasan, kelelahan dan tidak bisa bersosialisasi dengan karyawan lain. Hasil wawancara terhadap karyawan *remote* juga menunjukkan bahwa bekerja *remote* memiliki tekanan pekerjaan yang tinggi, kelelahan akibat beban kerja bertambah, stres dengan sistem kerja *remote*, dan sering miskomunikasi antarkaryawan karena perbedaan persepsi terhadap pekerjaan. Dampak negatif yang dirasakan karyawan *remote* juga berdampak pada *presenteeism*. Adapun salah satu hal yang dapat mengendalikan *presenteeism* karyawan adalah penerapan praktik manajemen SDM yang efektif, yakni jika karyawan memiliki persepsi positif terhadap praktik manajemen SDM, hal tersebut dapat memengaruhi *presenteeism* dan intensi keluar.

Penelitian ini dilakukan untuk menguji hipotesis dan bertujuan untuk menganalisis pengaruh praktik manajemen SDM persepsian terhadap *presenteeism* dan intensi keluar sebagai variabel pemediasi. Data penelitian ini merupakan data primer yang diperoleh dengan menyebarkan kuesioner pada karyawan *remote* di Indonesia dengan sampel sebesar 317 orang. Teknik *sampling* penelitian ini ialah *purposive sampling* dan pengujian hipotesis menggunakan metode analisis data SEM dengan aplikasi olah data AMOS versi 24.

Berdasarkan hasil penelitian, terdapat dua kesimpulan. Pertama, praktik manajemen sumber daya manusia persepsian berpengaruh negatif terhadap *presenteeism*. Kedua, intensi keluar memediasi secara parsial pengaruh negatif praktik manajemen sumber daya manusia persepsian terhadap *presenteeism*.

Kata kunci: *presenteeism*, praktik manajemen sumber daya manusia persepsian, intensi keluar.

ABSTRACT

THE EFFECT OF PERCEIVED HUMAN RESOURCE MANAGEMENT PRACTICES ON PRESENTEEISM: TURNOVER INTENTION AS A MEDIATING VARIABLE

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The emergency situation due to Covid-19 has caused various companies in Indonesia have changed the working system such as Work from Home (WFH) due to the Covid-19 pandemic so that community activities can continue as work from home so that community activities can continue. A survey by PWC of remote organizations in the United States revealed that there are several flexible working conditions that are difficult to implement. However, a flexible work system has the potential to be widely applied, even though the Covid-19 pandemic will decrease. This research focuses on the flexible place of work which is often referred to as a remote work. According to a survey by Flexjobs and Mental Health America, they found the positive impact of a remote work system on the mental and physical health of employees. In fact, working remotely has also negative impacts on employees such as feeling isolated, lonely, anxiety, fatigue and unable to socialize with other employees. The results of interviews with remote workers also show that working remotely leave the high working pressure, the increase of chronic fatigue due to working, the stress with the remote working system, and the frequent miscommunication among employees due to different perceptions of work. The negative effects felt by employees are impactful on presenteeism. One that can reduce employee presenteeism is the application of effective HR management practices. If employees have a positive perception of HR management practices, the positive perception can affect presenteeism and turnover intention.

This study was conducted to test the hypothesis and it aims to analyze the effects of perceived HR management practices on presenteeism and turnover intentions as mediating variables. The research data is primary data obtained by distributing questionnaires to 317 remote employees in Indonesia as samples. The sampling technique of this research is purposive sampling and the hypothesis testing used is the SEM data analysis method with the application of AMOS version 24.

Based on the results of the study, there are two conclusions. First, perceived human resource management practices have negative effects on presenteeism. Second, the turnover intention partially mediates the negative influences of perceived human resource management practices on presenteeism.

Keyword: *presenteeism, perceived human resource management practices, turnover intention.*