

Intisari

Penelitian ini bertujuan untuk menguji dampak negatif tuntutan pekerjaan terhadap kinerja karyawan dan mengeksplorasi peran otonomi kerja sebagai variabel moderasi dalam hubungan tersebut. Latar belakang penelitian ini dilandasi oleh temuan di PT XYZ, sebuah perusahaan konstruksi *Engineering, Procurement, and Construction* (EPC) nasional, di mana produktivitas kerja yang tinggi tidak selalu selaras dengan kinerja proyek yang optimal. Permasalahan ini mengindikasikan ketidakseimbangan antara tuntutan dan sumber daya kerja yang mengacu pada *Job Demand-Resources* (JD-R) Model. Penelitian ini menggunakan pendekatan kuantitatif dengan desain survei *cross-sectional*. Data primer dikumpulkan dari 162 karyawan operasional PT XYZ melalui kuesioner yang diadaptasi dari literatur sebelumnya, mencakup 48 item dengan skala Likert 1–5. Analisis data dilakukan menggunakan metode *Partial Least Squares-Structural Equation Modelling* (PLS-SEM), diawali dengan evaluasi model pengukuran, memaparkan hasil statistik deskriptif, dan dilanjutkan dengan evaluasi model struktural serta uji hipotesis.

Hasil penelitian menunjukkan bahwa tuntutan pekerjaan berpengaruh negatif terhadap kinerja karyawan, sedangkan otonomi kerja tidak memoderasi hubungan tersebut. Beban kerja tinggi tanpa dukungan memadai menurunkan performa, tercermin dari rendahnya kemampuan menyelesaikan tugas tepat waktu serta keterbatasan komunikasi dan kreativitas. Kondisi ini menunjukkan perlunya perbaikan distribusi tugas, penetapan target realistis, serta pelatihan manajemen waktu, komunikasi, dan pemecahan masalah untuk meningkatkan efektivitas kerja tim. Sementara itu, fleksibilitas kerja yang dimiliki karyawan belum mampu menekan dampak negatif tuntutan pekerjaan, kemungkinan karena tingginya beban dan peran ganda dalam struktur matriks. Perusahaan perlu meninjau ulang desain kerja melalui pemetaan kompetensi, penyesuaian peran, dan penguatan supervisi untuk meningkatkan kinerja. Pengembangan *soft skill* seperti komunikasi, pengendalian emosi, dan manajemen stres, disertai kegiatan *outing*, akan membantu menjaga keseimbangan kerja.

Kata Kunci: Tuntutan Pekerjaan, Kinerja Karyawan, Otonomi Kerja, *JD-R Model*, PLS-SEM.

Abstract

This study aims to examine the negative impact of job demands on employee performance and to explore the moderating role of job autonomy within this relationship. The research is motivated by findings at PT XYZ, a national Engineering, Procurement, and Construction (EPC) company, where high work productivity does not always align with optimal project performance. This issue points to an imbalance between job demands and resources, a core concept of the Job Demand-Resources (JD-R) Model. A quantitative approach with a cross-sectional survey design was employed. Primary data were collected from 162 operational employees at PT XYZ using a 48-item, 5-point Likert scale questionnaire adapted from prior literature. Data analysis was conducted using Partial Least Squares–Structural Equation Modelling (PLS-SEM), beginning with the evaluation of the measurement model, followed by a presentation of descriptive statistics, and concluding with an evaluation of the structural model and hypothesis testing.

The results of the study indicate that job demands have a negative effect on employee performance, while job autonomy does not moderate this relationship. High workloads without adequate support reduce performance, as reflected in the decreased ability to complete tasks on time and limited communication and creativity. This condition highlights the need for improved task distribution, realistic target setting, and training in time management, communication, and problem-solving to enhance team effectiveness. Meanwhile, the flexibility possessed by employees has not been sufficient to mitigate the negative impact of job demands, possibly due to heavy workloads and multiple roles within the matrix structure. The company should review its job design through competency mapping, role alignment, and strengthened supervision to improve performance. Developing soft skills such as communication, emotional regulation, and stress management, along with organizing company outings, can help maintain work balance.

Keywords: *Employee Performance, Job Demands, Job Autonomy, JD-R Model, PLS-SEM.*