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Analisis Well-Being Pegawai di Istana Kepresidenan Yogyakarta
Randy Adisaputra Djohar, Dr. Ratminto, M.Pol.Admin.
Universitas Gadjah Mada, 2026 | Diunduh dari http://etd.repository.ugm.ac.id/

INTISARI

Well-being pegawai merupakan aspek fundamental dalam pengelolaan sumber daya manusia di sektor publik yang kerap luput dari perhatian sistematis. Penelitian ini bertujuan untuk menganalisis kondisi *well-being* pegawai Istana Kepresidenan Yogyakarta (IKY) melalui dua konstruk yang saling melengkapi, yakni *burnout* dan *work engagement*, serta mengidentifikasi anteseden yang dipersepsikan pegawai sebagai penyebab *burnout* dan peningkat *work engagement*. Penelitian menggunakan pendekatan *mixed methods* dengan instrumen *Burnout Assessment Tool* (BAT) dan Utrecht *Work Engagement Scale* (UWES) untuk pengukuran kuantitatif, dilengkapi dengan pertanyaan terbuka untuk mengidentifikasi anteseden secara kualitatif. Sampel dalam penelitian ini adalah seluruh pegawai IKY.

Berdasarkan data yang diperoleh, kondisi *well-being* pegawai IKY berada dalam kondisi baik meskipun belum sepenuhnya optimal. Dari hasil pengujian lebih lanjut dengan regresi logistik ordinal, diperoleh bahwa status kepegawaian (ASN dan PPNPN) merupakan faktor demografis yang berpengaruh terhadap tingkat *burnout*, meskipun tidak berpengaruh terhadap *work engagement*. Analisis triangulasi menemukan bahwa *work overload* merupakan penyebab utama peningkatan *burnout* pada ASN meskipun dari sisi *work engagement* terlihat masih berada dalam kondisi yang baik.

Dari data kualitatif yang diperoleh, anteseden yang meningkatkan *work engagement* didominasi oleh *job resources* sementara antesden yang menimbulkan *burnout* menunjukkan kombinasi antara *job resources*, *job demands*, dan *personal resources*. Hal ini menjadi temuan penting yang menunjukkan pola asimetris antara anteseden *work engagement* dan *burnout*. Pola ini mengimplikasikan bahwa intervensi untuk menurunkan *burnout* tidak otomatis meningkatkan *work engagement*, sehingga strategi peningkatan *well-being* pegawai IKY harus dirancang secara terdiferensiasi melalui kombinasi intervensi pengurangan tuntutan dan penguatan sumber daya. Penelitian ini memperkuat validitas empiris model *Job Demands-Resources* (JD-R) di organisasi pemerintahan di Indonesia sekaligus menegaskan pentingnya pendekatan yang kontekstual dalam penelitian dan intervensi *well-being* institusi sektor publik.

Kata kunci: *well-being* pegawai, *burnout*, *work engagement,* JD-R

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ABSTRACT

*Employee well-being represents a fundamental aspect of human resource management in the public sector that has often been overlooked in systematic inquiry. This study aims to analyze the well-being of employees at the Yogyakarta Presidential Palace (*Istana Kepresidenan Yogyakarta/IKY*) through two complementary constructs, i.e. burnout and work engagement, as well as to identify the antecedents that employees perceive as contributors to burnout and enhancers of work engagement. The study employs a mixed-methods approach, utilizing the Burnout Assessment Tool (BAT) and the Utrecht Work Engagement Scale (UWES) for quantitative measurement, supplemented by open-ended questions to qualitatively identify the aforementioned antecedents. The sample for this study comprises the entire population of* IKY *employees.*

*Based on the data obtained, the well-being of IKY employees is generally in a favorable condition, albeit not yet fully optimal. Results from further analysis using ordinal logistic regression indicate that employment status (civil servants/*ASN *and non-civil servant contract workers/*PPNPN*) is a demographic factor that significantly influences burnout levels, though it bears no significant effect on work engagement. Triangulation analysis reveals that work overload is the primary driver of elevated burnout among civil servant (*ASN*) employees, notwithstanding the fact that their work engagement levels remain in a relatively favorable condition.*

Qualitative data reveal that the antecedents enhancing work engagement are predominantly constituted by job resources, whereas the antecedents contributing to burnout reflect a combination of job resources, job demands, and personal resources. This constitutes a significant finding that demonstrates an asymmetric pattern between the antecedents of work engagement and burnout. This pattern implies that interventions designed to reduce burnout do not automatically translate into improvements in work engagement. Consequently, strategies aimed at enhancing the well-being of IKY *employees must be designed in a differentiated manner through a combination of demand-reduction and resource-strengthening interventions. This study reinforces the empirical validity of the Job Demands-Resources (JD-R) model within governmental organizations in Indonesia, while simultaneously affirming the importance of contextually sensitive approaches in research and well-being interventions across public sector institutions.*

Keywords: *employee well-being, burnout, work engagement, JD-R*