

ABSTRACT

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The purpose of this research is to examine the positive influence relationship between Service Climate, Job Satisfaction and Affective Commitment toward Work Engagement. And to examine the positive relationship between Work Engagement toward Service Adaptability behavior and Career Commitment among the high contact and low contact frontline employee. A survey was completed by 200 frontline employees of high contact services and low contact services in Jakarta and Tangerang, Banten.

The result through Partial Least Square -Structural Equation Modeling analysis showed that among the high contact frontline employee, there were a positive influence relationship between Service Climate, Job Satisfaction and Affective Commitment toward Work Engagement. Meanwhile in the low contact frontline employee only job satisfaction variable was not positively influence the Work Engagement. On top of that, the Work Engagement of the frontline employee of both in high or low contact was shown significantly have positive influence upon the Adaptability service behaviors and their Career Commitment.

This finding implies that for companies or organizations that were expecting to enhance the productivity and career commitment among the high or low contact frontline employee, they need to give a special attention to the positive emotion in working related situation (work engagement) of the employee. The management of positive emotion in working related situation (Work Engagement) especially for the low contact frontline employee need to be built around the Service Climate supporting environmental factor and Affective Commitment toward the organization factor. Meanwhile for the high contact frontline employee, they need to be built around the same factors with an addition of the job satisfaction factor that provide the deeper awareness of the value, meaning and impact of their job or area of responsibilities.

Keywords : Work Engagement , Positive Emotion, Broaden-and- Build Theory, Job Resource- Demand Theory, Service Climate, Job Satisfaction, Affective Commitment, Adaptability, Career Commitment, Employee, Frontline Employee, High Contact Services , Low Contact Services.

ABSTRAK

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Tujuan penelitian ini adalah untuk menguji pengaruh positif *Service Climate*, *Job Satisfaction* dan *Affective Commitment* terhadap *Work Engagement*. Dan juga menguji pengaruh positif *Work Engagement* terhadap perilaku *Adaptability* dalam layanan terhadap pelanggan serta *Career Commitment* di kalangan pegawai *frontline High Contact* dan *Low Contact*. Penelitian ini dilakukan melalui survei kepada 200 karyawan *frontline High Contact* dan *Low Contact* di Jakarta dan Tangerang, Banten.

Hasil penelitian melalui Analisa *Partial Least Square -Structural Equation Modeling* (PLS-SEM) menunjukkan bahwa *Service Climate*, *Job Satisfaction*, dan *Affective Commitment* di dalam konteks karyawan *frontline high contact* berpengaruh positif terhadap *Work Engagement*. Sementara untuk karyawan *frontline low contact* semua variabel berpengaruh terkecuali variabel *Job Satisfaction* yang dinyatakan tidak berpengaruh positif terhadap *Work Engagement*. Dan *Work Engagement* yang dimiliki oleh pegawai *high contact* maupun *low contact* dinyatakan mempengaruhi perilaku *Adaptability* dan *Career Commitment* mereka.

Hal ini berarti perusahaan yang mengharapkan peningkatan produktifitas dan juga komitmen dalam berkarir di kalangan pegawai *frontline high contact* atau *low contact* harus memperhatikan sisi emosi positif mereka dalam bekerja (*work engagement*). Pengelolaan emosi positif dalam bekerja pegawai *frontline low contact* perlu dibangun disekitar faktor terkait lingkungan dan dukungan kerja serta penguatan wilayah afeksi mereka terhadap perusahaan. Sementara bagi pegawai *frontline high contact* perlu dibangun di wilayah yang sama ditambah dengan wilayah kesadaran akan kedalaman nilai, makna dan dampak dari pekerjaan yang tengah mereka tekuni.

Keywords : *Work Engagement* (Antusiasme dan Semangat Positif Bekerja), *Broaden-and- Build Theory*, *Job Resource- Demand Theory* , Atmosfir Layanan, Kepuasan Kerja, Komitmen Afeksi, Adaptabilitas, Komitmen Karir, Pegawai, Pegawai *Frontline, High Contact, Low Contact*.