

ABSTRACT

The purpose of this study was to examine the influence of organizational culture and work environment through employee resilience as an intervening variable on employee engagement at Strategic Management and Governance Department - Bank Indonesia. The quantitative descriptive research design with 90 participants as sample of the study. This study used Partial Least Square (PLS) which is a covariance-based SEM as an analysis tool. The result of this study showed that (1) organizational culture influences employee engagement positively and significantly (2) organizational culture has a positive and significant effect on employee resilience, (3) work environment influences employee engagement positively but not significantly (4) work environment influences employee resilience positively and significantly (5) Employee resilience has positive and significant effect on employee engagement (6) Employee engagement is positively and significantly influenced by organizational culture through employee resilience (7) Employee engagement is positively and significantly influenced by the work environment through employee resilience. The implementation of organizational culture and the work environment's condition at Bank Indonesia must be improved. These variables also affect the level of employee engagement. The higher level of employee engagement will help the employee to complete the duties and obligations optimally and properly.

Keywords: *Organizational culture, work environment, employee resilience, and employee engagement*

ABSTRAK

Tujuan dari penelitian ini adalah untuk mengkaji bagaimana pengaruh budaya organisasi dan lingkungan kerja melalui variable intervening resiliensi pegawai terhadap *employee engagement* di Bank Indonesia Kantor Pusat Jakarta. Desain penelitian deskriptif kuantitatif digunakan penulis dalam penelitian ini dengan sampel sebanyak 90 responden. Sedangkan *Partial Least Square* (PLS) yang merupakan SEM berbasis kovarians digunakan sebagai alat analisis. Hasil riset membuktikan bahwa (1) Budaya organisasi mempengaruhi *employee engagement* secara positif dan signifikan (2) Budaya organisasi berpengaruh positif dan signifikan terhadap resiliensi pegawai, (3) Lingkungan kerja mempengaruhi *employee engagement* secara positif namun tidak signifikan (4) Lingkungan kerja mempengaruhi resiliensi pegawai secara positif dan signifikan (5) Resiliensi pegawai memiliki pengaruh positif dan signifikan terhadap *employee engagement* (6) *Employee engagement* dipengaruhi secara positif dan signifikan oleh budaya organisasi melalui resiliensi pegawai (7) *Employee engagement* dipengaruhi secara positif dan signifikan oleh lingkungan kerja melalui resiliensi pegawai. Budaya organisasi serta kondisi lingkungan kerja di Bank Indonesia harus selalu ditingkatkan agar level *employee engagement* di Bank Indonesia meningkat agar setiap pelaksanaan tugas dan kewajiban dapat diselesaikan dengan optimal.

Kata kunci: Budaya organisasi, lingkungan kerja, resiliensi pegawai, dan *employee engagement*