

***HARDINESS SEBAGAI MEDIATOR HUBUNGAN ANTARA SOCIAL SUPPORT  
DAN WORK ENGAGEMENT PADA PEKERJA JABODETABEK SELAMA MASA  
TRANSISI PANDEMI KE ENDEMI COVID-19***

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**Abstrak**

Pemutusan Hubungan Kerja atau PHK dimasa pandemi covid-19 merupakan suatu kondisi yang buruk karena diberhentikan dan juga membuat tekanan baru bagi karyawan karena harus berada di perusahaan dengan menerima pekerjaan yang berlebih yang mana hal ini membuat menurunnya work engagement pada pekerja. Penelitian ini bertujuan untuk mengetahui apakah hardiness memiliki peran sebagai mediator antara hubungan social support dan work engagement pada karyawan selama masa transisi pandemi ke endemi Covid-19. Penelitian ini menggunakan metode kuantitatif melalui proses regresi mediasi dan teknik accidental sampling, sebanyak 717 karyawan yang bekerja di Jakarta pada masa transisi pandemi ke endemi Covid-19 menanggapi kuesioner dari alat ukur *Utrecht Work Engagement Scale (UWES)* yang dikembangkan oleh Schaufeli & Bakker, *Social Provisions Scale (SPS)* yang dibuat oleh Russel dan Cutrona, dan *Hardiness Resilience Gange (HRG)* yang dikembangkan oleh Kobasa. Analisis proses regresi mediasi dalam penelitian ini menggunakan PROCESS V3.5 Procedure for SPSS oleh Andrew F. Hayes. Hasil penelitian menunjukkan bahwa hardiness berperan sebagai mediator hubungan antara social support dan work engagement, hal ini menunjukkan bahwa social support dan work engagement akan semakin meningkat dengan adanya peran dari hardiness. Penelitian ini diharapkan bisa memberi acuan pada pekerja dan perusahaan mengenai pentingnya memahami nilai-nilai hardiness, social support dan work engagement sehingga dapat memahami kemampuan individu dalam beradaptasi terhadap perubahan karir selama masa pandemi guna meningkatkan work engagement pekerja terhadap perusahaan.

**Kata kunci :** *Work Engagement, Social Support, Hardiness, Pekerja Jakarta, Transisi, Pandemi ke Endemi*

# HARDINESS AS A MEDIATOR RELATIONSHIP BETWEEN SOCIAL SUPPORT AND WORK ENGAGEMENT OF EMPLOYEES DURING THE TRANSITION OF A PANDEMIC TO A COVID-19 ENDEMIC

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## Abstract

*Termination of employment or layoffs during the covid-19 pandemic is a bad condition because it is dismissed and also creates new pressure for employees because they have to be in the company by accepting excessive work which causes a decrease in work engagement for workers. This study aims to determine whether hardiness has a role as a mediator between social support relationships and work engagement in employees during the transition from the pandemic to the Covid-19 endemic. This study uses a quantitative method through the mediation regression process and accidental sampling technique, as many as 717 employees who worked in Jakarta during the transition from the pandemic to the Covid-19 endemic response to a questionnaire from the Utrecht Work Engagement Scale (UWES) measuring instrument developed by Schaufeli & Bakker, Social Provisions Scale (SPS) developed by Russell and Cutrona, and Hardiness Resilience Gange (HRG) developed by Kobasa. The analysis of the mediation regression process in this study used the PROCESS V3.5 Procedure for SPSS by Andrew F. Hayes. The results show that hardiness acts as a mediator of the relationship between social support and work engagement, this indicates that social support and work engagement will increase with the role of hardiness. This research is expected to provide a reference to workers and companies regarding the importance of understanding the values of hardiness, social support and work engagement so that they can understand the individual's ability to adapt to career changes during the pandemic in order to increase employee work engagement with the company.*

**Keywords:** *Work Engagement, Social Support, Hardiness, Jakarta Workers, Transition, Pandemic to Endemic*