

# Pengaruh high commitment human resource practices dan usia pada komitmen afektif: peran intervensi pelatihan job crafting pada karyawan senior = The impact of high commitment human resource practices and age on affective commitment: the role of job crafting training on older workers

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## Abstrak

Komitmen afektif merupakan sikap positif yang dimiliki oleh karyawan yang menunjukkan loyalitasnya pada perusahaan. Perusahaan perlu memperhatikan faktor yang berpengaruh dalam mendukung terciptanya komitmen afektif, salah satunya High Commitment Human Resource Practices (HCHRP). Penelitian ini bertujuan untuk mengetahui peran usia sebagai moderator hubungan antara HCHRP dan komitmen afektif yang dikelompokkan menjadi Development High Commitment Human Resource Practices (DHCHRP) dan Maintenance High Commitment Human Resource Practices (MHCHRP). Pengumpulan data dilakukan pada karyawan Divisi ABC PT XY (N = 144) dan dianalisis menggunakan analisis regresi berganda dengan analisis moderasi. Hasil penelitian menunjukkan usia menguatkan hubungan DHCHRP dengan komitmen afektif, yaitu pada karyawan senior, persepsi DHCHRP memengaruhi komitmen afektif lebih kuat daripada karyawan junior. Sebaliknya, usia melemahkan hubungan MHCHRP dan komitmen afektif, yaitu persepsi MHCHRP memengaruhi komitmen afektif lebih lemah pada karyawan senior daripada karyawan junior. Sementara itu, intervensi pelatihan job crafting dilakukan untuk meningkatkan persepsi karyawan pada HCHRP terutama praktik SDM partisipasi yang diharapkan juga dapat meningkatkan komitmen afektif karyawan. Efektivitas intervensi dianalisis menggunakan Wilcoxon Signed Rank Test. Hasil analisis menunjukkan pengetahuan karyawan tentang job crafting meningkat, tetapi tidak dengan perilakunya.

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<b>ABSTRACT</b><br>

</p><p> </p><hr /><p>The affective commitment is a positive attitude that employees have and demonstrates their loyalty to the company. The company needs to pay attention to influential factors in supporting the form of affective commitment, one of which is High Commitment Human Resource Practices (HCHRP). This research aims to determine the role of age as moderator in the relationship between HCHRP and the affective commitment grouped into Development High Commitment Human Resource Practices (DHCHRP) and Maintenance High Commitment Human Resource Practices (MHCHRP). Data collection was conducted to the employees of ABC Division PT XY (<em>N</em><em> = 144</em>) and analyzed using multiple regression with moderation analysis. The results showed that the relationship between DHCHRP and affective commitment was strengthened by age, that is, older workers perceived DHCHRP affect the affective commitment stronger than younger workers. Conversely, MHCHRP relationships and affective commitments was weakened by age, i.e. older workers of the MHCHRP perception affect affective commitment weaker than younger workers. Meanwhile, intervention of job crafting training was carried out to improve employee perception on HCHRP, specifically participation which is expected to also increase the employee`s affective commitment. The effectiveness of the intervention was analyzed using Wilcoxon Signed Rank Test. Results of the analysis showed that the knowledge of employees on job crafting

increased, but not by their behavior.</p><p> </p>