

**EMPLOYEE ENGAGEMENT PADA INDUSTRI PERBANKAN:
PERAN *PERCEIVED ORGANIZATIONAL SUPPORT*, *DIGITAL CULTURE*, *WORK-LIFE BALANCE*, DAN *DIGITAL COMPETENCE*
DALAM IMPLEMENTASI HRIS**

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ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh *Perceived Organizational Support* dan *Digital Culture* terhadap *Employee Engagement*, dengan *Work-Life Balance* sebagai variabel mediasi dan *Digital Competence* sebagai variabel moderasi. Penelitian dilakukan pada karyawan sektor perbankan di wilayah Jabodetabek dengan pendekatan kuantitatif dan metode Partial Least Squares Structural Equation Modeling (PLS-SEM). Hasil pengujian menunjukkan bahwa *Perceived Organizational Support* dan *Digital Culture* tidak berpengaruh langsung terhadap *Employee Engagement*. Namun, *Perceived Organizational Support* berpengaruh signifikan terhadap *Work-Life Balance*, dan *Work-Life Balance* berpengaruh signifikan terhadap *Employee Engagement*. Mediasi *Work-Life Balance* terbukti signifikan dalam hubungan antara *Perceived Organizational Support* dan *Employee Engagement*, sedangkan efek moderasi *Digital Competence* tidak terbukti signifikan. Temuan ini menegaskan pentingnya keseimbangan kerja-hidup sebagai mekanisme penting dalam meningkatkan keterlibatan karyawan, khususnya dalam konteks transformasi digital di industri perbankan.

Kata Kunci: *Employee Engagement*, *Work-Life Balance*, *Perceived Organizational Support*, *Digital Culture*, *Digital Competence*

***EMPLOYEE ENGAGEMENT IN THE BANKING INDUSTRY: THE
ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT, DIGITAL
CULTURE, WORK-LIFE BALANCE, AND DIGITAL COMPETENCE
IN HRIS IMPLEMENTATION***

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ABSTRACT

This study aims to analyze the influence of Perceived Organizational Support and Digital Culture on Employee Engagement, with Work-Life Balance as a mediating variable and Digital Competence as a moderating variable. The research was conducted among banking sector employees in the Greater Jakarta area using a quantitative approach and the Partial Least Squares Structural Equation Modeling (PLS-SEM) method. The results indicate that Perceived Organizational Support and Digital Culture do not have a direct effect on Employee Engagement. However, Perceived Organizational Support significantly influences Work-Life Balance, and Work-Life Balance has a significant effect on Employee Engagement. The mediating effect of Work-Life Balance is confirmed in the relationship between Perceived Organizational Support and Employee Engagement, while the moderating effect of Digital Competence is not supported. These findings emphasize the critical role of Work-Life Balance in enhancing Employee Engagement, particularly in the context of digital transformation in the banking industry.

Keywords: *Employee Engagement, Work-Life Balance, Perceived Organizational Support, Digital Culture, Digital Competence*