

ABSTRACT

This study aims to analyze the effects of Perceived Organizational Support and Digital Culture on Employee Engagement among employees of BNI Regional Office (Jakarta–BSD) in the implementation of DIGIHC. In addition, this study examines the direct effect of Digital Competence on Employee Engagement, the moderating role of Digital Competence in the relationship between Perceived Organizational Support and Digital Culture on Employee Engagement, and the mediating role of Digital Readiness in the relationship between Perceived Organizational Support and Digital Culture on Employee Engagement. This study employed a quantitative approach using a survey method through the distribution of questionnaires to 145 respondents. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS software. The results indicate that Perceived Organizational Support has a positive and significant effect on Employee Engagement, with an original sample value of 0.334, a T-statistic of 3.522, and a P-value of 0.000. Digital Culture also has a positive and significant effect on Employee Engagement, with an original sample value of 0.297, a T-statistic of 2.813, and a P-value of 0.005. Meanwhile, Digital Competence does not have a significant effect on Employee Engagement, with an original sample value of 0.095, a T-statistic of 0.766, and a P-value of 0.443. The moderation analysis reveals that Digital Competence is unable to moderate the relationship between Perceived Organizational Support and Employee Engagement. However, it significantly and positively moderates the relationship between Digital Culture and Employee Engagement, with an original sample value of 0.190, a T-statistic of 2.354, and a P-value of 0.019. Furthermore, the indirect effect analysis demonstrates that Digital Readiness mediates the relationship between Digital Culture and Employee Engagement, with an original sample value of 0.181, a T-statistic of 2.349, and a P-value of 0.019. Digital Readiness also mediates the relationship between Perceived Organizational Support and Employee Engagement, with an original sample value of 0.115, a T-statistic of 2.618, and a P-value of 0.009. Thus, this study concludes that improving Employee Engagement in the context of digital transformation at BNI Regional Office (Jakarta–BSD) is not solely determined by employees' digital competence but is also influenced by organizational support, digital culture, and employees' digital readiness.

Keywords: *Perceived Organizational Support, Digital Culture, Digital Competence, Digital Readiness, Employee Engagement.*

PRAKATA

Puji Syukur penulis panjatkan kepada Allah SWT atas limpahan rahmat dan karunia Nya yang memungkinkan penelitian ini dapat diselesaikan tepat waktu ” Pengaruh *Perceived Organizational Support, Digital Culture*, Terhadap *Employee Engagement* di Moderasi *Digital Competence* Dengan Mediasi *Digital Readiness* Dalam Implementasi *DIGIHCP* Pada Bank BNI Wilayah (Jakarta-BSD) ”. Selain itu, penulis juga ingin menyampaikan apresiasi yang mendalam kepada:

1. Ibu Dr. Jubaedah, SE., M.M selaku Dekan Fakultas Ekonomi dan Bisnis Universitas Pembangunan Nasional ”Veteran” Jakarta.
2. Ibu Dr. Dewi Cahyani Pengestuti., SE., MM., selaku Ketua Jurusan Manajemen dan sekaligus dosen pembimbing II Fakultas Ekonomi dan Bisnis Universitas Pembangunan Nasional ”Veteran” Jakarta.
3. Ibu Dr. Ranila Suciati, SE., MM.,CFP selaku Ketua Koordinator Prodi Magister Manajemen Fakultas Ekonomi dan Bisnis Universitas Pembangunan Nasional ”Veteran” Jakarta .
4. Bapak Dr. Yudi Nur Supriadi, S.Sos.I., M.M selaku dosen pembimbing I tesis Fakultas Ekonomi dan Bisnis Universitas Pembangunan Nasional ”Veteran” Jakarta
5. Orang tua dan anak anaku yang telah memberikan kesempatan untuk menimba ilmu seluas luasnya, mendukung dalam berbagai hal, dan memberikan doa yang tiada hentinya.

Penulis menyadari sepenuhnya bahwa karya penelitian ini masih memiliki sejumlah keterbatasan, oleh karena itu dengan penuh kerendahan hati, penulis membuka diri terhadap segala bentuk kritik dan saran yang membangun demi penyempurnaan di masa mendatang. Setiap masukan yang diberikan akan menjadi pijakan berharga untuk meningkatkan kualitas penelitian ini. Akhir kata, penulis memohon doa agar Allah SWT senantiasa melimpahkan rahmat, petunjuk, dan keberkahan dalam setiap langkah yang kita jalani. Aamiin.

Jakarta, 5 Juni 2026

Ella Karunia Dwinanti