THE INFLUENCE OF CHALLENGE STRESSOR AND JOB DEMAND ON CREATIVITY OF ONLINE RIDE-HAILING DRIVERS THROUGH WORK ENGAGEMENT AS AN INTRVENING VARIABLE

Written By:

Nama	: Utari Muthia Azzahra
Student Number	: 16311063
Study Program	: Manajemen
Concentracion	: Human Resource Management

INTERNATIONAL UNDERGRADUATE PROGRAM IN MANAGEMENT

FACULTY OF BUSINESS AND ECONOMICS

UNIVERSITAS ISLAM INDONESIA

YOGYAKARTA

2022

Declaration Authentity

DECLARATION OF AUTHENTICITY

Here in I declare the originality of the thesis, I have not presented anyone else's work to obtain my university degree, this thesis contains no material previously published or written by another person except where due reference is made by correct citation. This includes any thoughts taken over directly or indirectly from printed books and articles as well as all kinds of online material. It also includes my own translations from sources in a different language. I also agree that the thesis may be tested for plagiarized content with the help of plagiarism software.

Yogyakarata, November 25, 2022

Utari Muthia Azzahra

THESIS APPROVAL PAGE

THE INFLUENCE OF CHALLENGE STRESSORS AND JOB DEMAND ON CREATIVITY OF ONLINE RIDE-HAILING DRIVERS THROUGH WORK ENGAGEMENT AS AN INTERVENING VARIABLE

Written By:

Name	: Utari Muthia Azzahra
Student Number	: 16311063
Study Program	: Management
Concentration	: Human Resource Management

Approved by:

Content advisor, Oktober 4, 2022

Handrio Adhi Pradana, S.E., M.Sc., CHRA.

Language advisor, Oktober 4, 2022

Alfi Zakiya, S.Kom., S.Pd.

THE INFLUENCE OF CHALLENGE STRESSORS AND JOB DEMAND ON CREATIVITY OF ONLINE RIDE-HAILING DRIVERS THROUGH WORK ENGAGEMENT AS AN INTERVENING VARIABLE

By:

Utari Muthia Azzahra

Student Number: 16311063

Board of Examiners,

Examiner 1

Handrio Adhi Pradana, S.E., M.Sc., CHRA. January 12 2023

Examiner 2

Andriyastuti Suratman, S.E., M.M., CHRMP January 12 2023

Yogyakarta, 12 January 2023

International Program

Faculty of Business and Economics

Universitas Islam Indonesia

Dean

Johan Arifin S.E., M.Si., Ph.D., CFrA, CertIPSAS

ACKNOWLEDGEMENT

بِسْمِ اللَّهِ الرَّحْمَٰنِ الرَّحِيمِ

ٱلسَّلَامُ عَلَيْكُمْ ورَحْمَةُ اللهِ وبَرَكَاتُه

Praise and gratitude for the writer to pray for the presence of Allah SWT for all the monotheism, mercy and inayah, as well as prayers and greetings the author congratulates the great king of Muslims, the Prophet Muhammad SAW along with his family and friends so that the author can have a life guideline as written in the contents of the holy book Al-Qur'an.Alhamdulillahi Rabbil 'Alamin, the author offers prayers and gratitude for completing the final project (thesis) entitled "The influence of Challenge stressor and Job demand on Creativity of online ride-hailing drivers through Work Engagement as an intervening variable".

In the preparation of this thesis there are not a few obstacles that the writer faces, but the writer realizes that the fluency in the preparation of this thesis is also thanks to the prayers, assistance and guidance of other parties. Therefore, the authors would like to thank:

1. Allah SWT who has given grace, guidance, and health so that the author can complete this final project.
2. Prophet Muhammad SAW, for being a great figure as the Last Prophet and making this life become better than before.
3. My mother, Tuti Jahra, my role model, who supports me as well with whatever I do and supplies me with the financial support I need, great and strong woman who always supports me whatever I do, and loved me with all her heart.
4. My father, Alm Utayan, I want to play with you like I used to and tell you many things about my life. But now I can only be close to you, in my prayers.
5. My little brother Amin Surya loaned laptops, motorbikes and always care even though they are ignorant.
6. All of IP Management 2016 students; Aji, Dody, Hanip, Farhan, Jisnu, Sofia, Sabrina, Chelsy, Fira, Robih, Adel, Elvira, Hilda, Aisyah, Dinda, Ditto, Zada, Giska, Eta, Ifna, Feriandi, Lita and Rizka. Thank you for 4 years we spent together as a friend, enemies in finding score, and cheerfulness you spread to me.
7. For my friends who know my strengths and weaknesses, thank you Ipeh, Nessa, Jenny, Dwi, Ms. Farah and Hanan, I love you.
8. For my old friends who always take me out for walks, especially Nadya Aulia. My friends always take me for a walk when I go home to Pontianak to eat meatballs or something like that. In particular, Ajeng and Sis Yasi. Thank you all for always giving me the spirit to continue to love you all.
9. KKN 199 family, the experiential learning that you gave and taught me were so useful for me to become the best version of myself. Thank you for the knowledges and all experiences, : Dira,Dana,Hamida,Mas Devin,Mas safik, Alfa and Faris.
10. Kos Durian,Mbak Wizi, Rade, Vera, Yanti, Mbak Dwi dan Diyah Thank you.

11. Arif Hartono, SE., M.Ec., Ph.D. as the Head of Management Study Program (Bachelor Program).
12. Mr. Katiya Nahda, S.E., M.Sc. as the Secretary of Management Study Program, International Program UII.
13. Mr. Handrio Adhi Pradana, S.E., M.Sc., CHRA., as the content advisor who patiently waited for me to complete my revisions and provided me knowledge and suggestions for writers in completing this thesis.
14. Mrs. Alfi Zakiya,S.Kom., S.Pd, thank you for becoming my Language Advisor, wish all the good things will come to you.
15. Lecturers of IP FBE UII, thank you for the knowledge and experience given to me through my journey in this university.

The author realizes that there are still many shortcomings in this final project. Therefore, the authors expect constructive criticism and suggestions, Thank you.

ُالسَّلَامُ عَلَيْكُمْ ورَحْمَةُ اللهِ وبَرَكَاتُه

Yogyakarta, 04 Oktober 2022

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

The influence of Challenge stressor and Job demand on Creativity of online ride-hailing drivers through Work Engagement as an intervening variable

ABSTRACT

This research intends to ascertain the impact of work engagement mediation on creativity in a study on the influence of challenge stressors and job demand on creativity. The 120 research participants in this quantitative study were online motorcycle taxi drivers from Go-Jek, Grab, Shopee-Food, and Maxim who were located across many major Indonesian cities, including Palembang, Bekasi, Madiun, Pontianak, and Yogyakarta. Purposive sampling is used to sample data, and Google forms are used to distribute surveys. This is done by spreading the word on Facebook, where there is a group for online motorcycle taxi drivers that includes drivers from Palembang, Madiun, Yogyakarta, Bekasi, and Pontiac. Additionally, the study was conducted there specifically. Additionally, the research visited the location where participants congregated to solicit assistance from them in completing the survey. It also solicited assistance from drivers and shared the survey link to other motorcycle taxi drivers online via a Whatsapp group.

This research has a result that shows that the challenge stressors variable has a positive and significant influence on the variables of creativity and work engagement, as well as the variable job demand on creativity and work engagement, whose mediation effect is not supported. Work engagement mediates both challenges to creativity and job demand for creativity. With this research, it is hoped that it can help present a strong reason and implement challenge stressors and work engagement in an online driver service company.

Kata Kunci : ***Challenge Stressors, Job Demand, Work Engagement,*** **Creativity**

The influence of Challenge stressor and Job demand on Creativity of online ride-hailing drivers through Work Engagement as an intervening variable

ABSTRACT

Pada penelitian yang dilakukan mengenai pengaruh *Challenge Stressors* dan *Job Demand* terhadap Kreativitas yang dimediasi oleh Work Engagement. Penelitian yang dilakukan bertujuan untuk mengetahui pengaruh mediasi *Work Engagement* terhadap Kreativitas. Pada penelitian ini dilakukan secara kuantitatif yang melibatkan 120 data responden penelitian sendiri terdiri dari *driver* ojek *online* baik dari Go-Jek, Grab, Shopee-Food, dan Maxim yang tersebar di beberapa kota besar Indonesia seperti Palembang, Bekasi, Madiun, Pontianak, dan Yogyakarta. Pengambilan Sampel menggunakan analisis menggunakan metode *Purposive sampling* dengan cara menyebar kuesioner melalui *Google form* yang dilakukan dengan cara menyebar lewat *Social media* Facebook, yang di dalamnya terdapat *Group driver* ojek *online*, baik itu *driver* yang berasal dari kota Palembang, Madiun, Yogyakarta, Bekasi, ataupun Pontianak. Selain itu penelitian datang langsung ke tempat responden berkumpul untuk meminta bantuan terhadap responden mengisi kuesioner tersebut, dan meminta bantuan terhadap para *driver* dan menyebar kembali link kuesioner tersebut kepada para rekan-rekan *driver* ojek *online melalui group Whatsapp.*

Penelitian ini memiliki sebuah hasil yang menunjukan bahwa variabel *Challenge Stressors* memiliki pengaruh yang positif dan signifikan terhadap variabel Kreativitas, dan *work engagement,* begitu juga dengan variabel *Job demand* terhadap kreativitas dan *work engagement* yang efek medasi tidak terdukung. *Work engagement* sendiri memediasi *Challenge stressors* terhadap Kreativitas dan juga *Job Demand* terhadap Kreativitas. Dengan adanya penelitian ini diharapkan dapat membantu menyajikan sebuah alasan yang kuat dan mengimplementasikan *Challenge stressors* dan *work engagement* di dalam sebuah perusahaan jasa driver online.

Kata Kunci : *Challenge Stressors, Job Demand, Work Engagement,*Kreativitas

CHAPTER I

INTRODUCTION

1.1 Introduction

The era of globalization is a global change that has hit the whole world. The effect that occurs is very large on various aspects of human life around the world. In the economic, social, political, technological, environmental, cultural, and so on. This impact is due to advances in science and technology that will change behavior patterns in the world community.

In this case, in the era of globalization, people actually find it easier to find information or knowledge to be able to develop in making our creativity grow. We are determined and directed by a technology to add information. In modern times man is determined and directed by the fruit of his own work. With globalization, people's opportunities to be creative become very large to learn and open up wider job opportunities to disseminate people's work to the world. Zimmerer and Scrborough (2008), creativity is an ability to be able to develop new ideas and to find new ways of looking at problems and opportunities. Creativity is a person's ability to develop, create, and be creative to generate new ideas and ways to solve problems and find opportunities (thinking new things). Susanto (2011) In this era of globalization, it is undeniable that the prosperity and glory of society and the state depend on a creative society, in the form of new ideas, new inventions and new technologies from the community.

In this era of globalization, we need human resources who have logical, systematic, creative thinking, and hard work who can compete in the international world. Basically, one's creative thinking ability can produce technological developments and innovative discoveries that can advance our country. This is very much needed to improve the quality of human resources in the current era of globalization. Creativity is one of the abilities aimed at in the era of globalization in developing for the better. Filsaime (2008) Creative thinking is a thinking process that has the characteristics of fluency, flexibility, originality, and detailing or elaboration. Suharnan (2005) suggests that creativity is often also called creative thinking, namely the use of cognitive activities or thought processes to generate new and useful ideas.

Creativity in the encapsulates the generation of products and ideas that are both novel and appropriate, Hennessey and Amabile (2010). that the underlying elements that affect employees' creativity in organizations determine the paths of innovations in them to a large extent Amabile and Pratt (2016). Having fulfilled it with creativity, it means that there is something related to work engagement that is important for aspects in a business organization to be able to face a market competition related to every individual in a company or business organization. Employees can show creativity because they are involved in work engagement according to their respective skills and creativity. During the policy period, it was a form of a reduction in subsidies from service driver providers, so that drivers felt the tariffs were too cheap Pinsker, (2019). This problem will certainly greatly affect the driver's involvement in his work. What's more, during the COVID-19 pandemic, according to the number of users who use online driver services The higher the work engagement, the more creativity must be run well. From the various creativity given to the drivers, it can affect the work engagement of the drivers. Individuals will show a higher or lower level of involvement depending on their work activities (Bakker, 2011).

Basically, challenge stressors are known as "eustress," and job demands generally have a positive and beneficial effect on employees because they can be productive at work. Boudreau et al. (2000) A stressor is a difficulty. Troubleshooting is a job-related demand or situation that has a tendency to interfere with or hinder the employee's job accomplishment and is positively related to potential loss or loss. High workloads, job demands, and time constraints are examples of driving stressors that can lead to increased employee job performance. It was found that challenging stressors can produce positive feelings and can reinforce job demands. Lazarus and Folkman (1984) define challenge stressors as barriers to initiating inactive sentimental practices that lead individuals to reduce efforts or withdraw from any situation.

The work environment is characterized by a sense of responsibility and a desire to help others make employees think outside the box and generate creative ideas to be able to solve problems that exist in the company. it has a very positive impact on employees who are directly involved in producing innovation and creativity with satisfying results. Work engagement is a state of well-being, and the employees achieve this state by being optimistic, fulfilled and motivated while performing job duties Sheikh et al (2016). Enhanced work engagement motivates employees to engage in proactive and risk taking behaviors provoked by the intrinsic desire to solve

challenging social and organizational problems Shin et al(2015). Work engagement can have an impact on the stress that exists in employees.

Performance drivers can be influenced by the presence of Challenges stressors at work. Challenges stressors can have a positive impact on the psychological and biological conditions of motorcycle taxi drivers. The positive impact of that is that all online drivers can work harder because there are challenges in achieving targets. The work engagement factor is no less important in improving the performance of online motorcycle taxi drivers. Work engagement at work has an effect on attitudes and work behavior. Job involvement affects work intensity, while work behavior with a high level of job involvement will reduce the possibility of turnover, absenteeism, and inaction, as well as hours used to work (Ekmekci, 2011). Reis, Hoppe, Arndt & Lischetzke (2017) also showed that time pressure had significant and positive direction on vigor and absorption; both vigor and absorption are indicators of engagement. Challenges stressors they can get but equally provide positive energy to feel balance and good development in work engagement. The challenge stressors from the big data induced revolution contain the following aspects. Decision making: decision maker should embrace evidence-based decision making, from data analysis, exploitation and translation to valuable information for business decisions (El-Kassar and Singh, 2018).

Job demand can also have a positive impact on work engagement, due to job demands to be better than before and improving self-quality at work. on employees can give an impression or pressure that has a positive effect on work engagement. Job demand is indicated as an aspect of work that includes physical, psychological, sociological and organizational which requires both physical and psychological effort and everything related to psychological and physiological costs (Demerouti et al. 2001). Job demands are a predictor to predict the level of work engagement of employees, meanwhile in the results of research by Lee et al, (2018) job demands have no effect on the level of work engagement of employees

In this study, in the quantitative model, we take data on online motorcycle taxis because we can know how online motorcycle taxis must be done so that customers are always comfortable and safe. Of course, online motorcycle taxis must be able to generate creativity in their work so that they can continue to work well, they must be friendly with every customer. Online motorcycle taxis are also experiencing stressor challenges because of this pandemic, income is decreasing, so

therefore they have to do work in a positive way, namely looking for references so that they don't experience the name challenges stressors. Andriansyah (2016), transportation is the transfer of people or goods by humans or machines using means that are moved from one place to another. Based on data from the Central Bureau of Statistics, motor vehicles have four types of vehicles, namely passenger cars, buses, goods cars, and motorcycles. Of the four types of vehicles, the one that has the highest number is motorcycles, with the number up to 2017 being 113,030,793 (Central Bureau of Statistics, 2019). The Platforms made an online application that was initially developed in Indonesia, namely Gojek, and more and more new ones appeared. Wahyusetyawati (2017) Online transportation is one form of application-based technology development in modern times, which is well received by the public because it has been considered one of the best product innovations since its inception until now. The drivers at this time are experiencing a variety of things due to the current rapid rise of online transportation. The public's perception of online transportation drivers is a major source of issues since those who reject its existence risk having their employment status as an online transportation driver disadvantaged (Verasatiwi & Wulan, 2018). From this background, the researcher assumes that work engagement can be used as a variable between the effects of job demands on work engagement, besides that there is still a lack of research linking creativity, job demands, challenge stressors and work engagement. Researchers assume that the relationship between job demands and work engagement will increase when supported by close relatives at work, this is in line with the results of research which raises the assumption that social support may moderate the effect of job demands on work engagement (Sawang, 2011).

1.2 Formulation of the problem

1. Does-Challenge Stressor have a positive and significant effect on Creativity?
2. Does Challenge Stressor have a positive and significant effect on Work Engagement?
3. Does Job Demand have a positive and significant effect on Creativity?
4. Does-Job Demand have a positive and significant effect on Work Engagement?
5. Does Work Engagement have a positive and significant effect on Creativity?
6. Does Work Engagement Mediate Challenge Stressor's Effect on Creativity?
7. Does work engagement mediate Job demand Effect on Creativity?

1.3 Research Objectives

Based on the formulation of the problem above, the researcher has the following objectives:

1. To Investigate whether the quality of Challenge Stressor have a positive effect and significant to the Creativity.
2. To Investigate whether the quality of Challenge Stressor have a positive effect and significant to the Work Engagement.
3. To Investigate whether the quality of Job Demand have a positive effect and significant to the Creativity.
4. To Investigate whether the quality of Job Demand have a positive effect and significant to the Work Engagement.
5. To Investigate whether the quality of work Engagement have a positive effect and significant to the Creativity.
6. To test and analyze the effect of work engagement mediation on the influence of challenge stressors on creativity.
7. To test and analyze the effect of work engagement mediation on the effect of job demand on creativity.

1.4 Research Benefits

This research is expected to provide benefits for those in need, both theoretically and practically, including:

1. Theoretical

benefits This research is expected to add insight and knowledge about the factors that influence Challenge stressors and Job demand on the Creativity through Work Engagement as an intervening variable at Driver Online. and is also expected to be a means of developing knowledge theoretically studied in lectures. Benefits This research is expected to add insight and knowledge about the factors that influence Challenge stressors and Job demand on Creativity through Work Engagement as an intervening variable in Driver Online. It is also expected to be a means of developing further research. This research is expected to be a reference for other researchers to develop a theory of the influence of Challenge stressors and Job demand on Creativity through Work Engagement as a mediation.

2. Parties

The results of this study are expected to be used as a reference for further research as input, additions and considerations in developing further on similar topics online diver companies do not deny that the Covid-19 pandemic has an impact on company operations, therefore they carry out creative ideas but in accordance with health protocols, namely there is a J3K protocol check list feature in the application of each driver partner, a mask verification feature for online drivers and customers as a requirement mandatory for every operation We limit physical contact with Delivery Partners through Contactless Delivery, Contactless Payments [with OVO], and pick up yourself at GrabFood.

This research is expected to be able to provide knowledge for Deliver Online workers about their creativity. In addition, this research is also expected to help online delivery companies to find out the level of creativity possessed by online delivery workers which is influenced by Challenge Stressors, Job Demand, and work engagement climate, so that companies can take various ways to increase or maintain the creativity of employees. online delivery.

CHAPTER II

LITERATURE REVIEW

2.1 Previous Research This research is based on a previous literature review,

which is related to the variables of Challenge Stressor, Job Demand, and Work Engagement on Creativity. By reviewing previous research, the author can understand the indicators of a study as well as a comparison for later research. The following are some of the previous studies that have similar variables and are related to this research, as follows:

2.1.1 The Influence of Challenge Stressor on Creativity.

A. Zhang *et al*(2019)

Research conducted by Zhang et al(2019) is Talent management under a big data induced revolution: The double-edged sword effects of challenge stressors on creativity aims to investigate the effect of Challenge Stressor on Creativity. The results show that organizational culture has a positive and significant effect on job satisfaction. The research data were taken from employees in six organizations located in China, covering both the manufacturing and service industries. The final sample consisted of 593 followers and 98 supervisors. The research used SPSS version 19 analysis tool, and used quantitative methods. In analyzing the previous literature review, it was found that there were similarities, namely the use of Challenge Stressor variables and Creativity variables. Then, data processing also uses the SPSS test. The difference is that the previous research was examined in communication companies while the future research was in the banking sector.

B. Sacramento *et al*(2013)

Research conducted by Sacramento *et al*(2013) is Workplace duties or opportunities? Challenge stressors, regulatory focus, and creativity This journal aims to find out the Challenge Stressors that apply among members. Eighty participants were randomly selected from a wider pool of 150 UK students who volunteered after a call offering a £10 voucher for participation in a psychology study was issued in the students' newsletter. The results found are that there is a positive relationship between challenging stressor culture and work satisfaction, where every UK student. While SPSS Software is used as a tool to analyze research data.

C. Yongbo Sun *et al*(2019)

Research conducted by Yongbo sun *et al*(2019) is Learning or Relaxing: How Do Challenge Stressors Stimulate Employee Creativity aims to investigate the effect of Challenge Stressors on creativity. The results show that Challenge Stressor has a positive and significant effect on Creativity. A total of 343 employees and 59 supervisors were invited to participate in our survey; a supervisor scored several subordinates at the same time in supervisor questionnaire. The paired-samples we retrieved included 276 employees and 51 supervisors. The samples were recruited from three enterprises in China. The industry areas were information technology, finance and evaluation services. The study used SPSS analysis tools, and used the method quantitative. In analyzing the previous literature review, there were similarities, namely the use of Challenge Stressors variables and Creativity variables. Then, data processing also uses the SPSS test. The difference is that the previous research was examined in the communication company while the future research was in the company field.

Table 2.1

Review of the Effect of Quality of Challenge Stressors on Creativity

No	**Journal identity**	**Variable and theory**	**Analysis results**
1.	Zhang et al(2019) Talent management under a big data induced revolution: The double-edged sword effects of challenge stressors on creativity. **Sample:** six organizations located in China, covering both the manufacturing and service industries. **Analyst too:** SPPS **Method:** quantitative	**Challenge Stressor:** Cavanaugh et al (2000) 1.include higher workload, 2.tougher job demands, 3.higher level of job complexity, 4.individuals expend substantial psychological resources to deal with them. **Creativity:** El-Kassar and Singh, (2018). 1.traditional jobs	*Challenge Stressor* is positively related to *Creativity* the six organizations.

		2. creative in managing large quantities of data. 3. know how to collect, 4. store, 5. organize 6. analyze the data and	
2.	Sacramento *et al*(2013) Workplace duties or opportunities? Challenge stressors, regulatory focus, and creativity. **Sample:** Eighty participants were randomly selected from a wider pool of 150 UK students. **Analyst too**: SPPS **Method**: Quantitative	**Challenge Stressors:** LePine et al., (2005) 1.job satisfaction, 2.organizational commitment 3.job performance, **Creativity:** Gardner(1986) 1.task engagement. 2.which can facilitate creativity. 3. cognitive interference 4.impairing creativity.	*Challenge Stressors* have a positive and significant effect on the Creativity of 150 UK Students.
3.	Yongbo sun *et al*(2019) Learning or Relaxing: How Do Challenge Stressors Stimulate Employee Creativity. **Sample:** 343 employees and 59 supervisors. three enterprises in China. **Analyst too:** SPPS **Method:**Quantitative	**Challenge Stressors:** Lepine, J.A(2004) 1.stimulate individuals' positive emotions 2.prompt them to adopt proactive or problem-solving coping strategies, 3.such as exerting more efforts, meaning challenge stressors can play an important role in emotional arousal. **Creativity:** Lazarus and Folkman (1984) 1.work,	*Challenge Stressors* have a positive effect on the *Creativity* of employees.

		2.products, 3.services, 4.concepts, 5. previous practices	

Resource: Secondary data analysis, 2021

2.1.2 The Influence of Challenge Stressor on Work Engagement.

A. Karatepe *et al*(2014)

An earlier study by Karatepe et al (2014) entitled "Does work engagement mediate the effects of challenge stressors on job outcomes? Evidence from the hotel industry" aims to determine the perception of employees who work on frontline employees in the five star hotels in Northern Cyprus. These frontline employees (eg, front desk agents, guest relations representatives, food servers, bartenders, bell attendants) had intense face-to-face or voice-to-voice interactions with customers and were expected to respond to a number of customer requests and problems in challenging service encounters. The analytical tool used is a questionnaire. Purposive technique Each employee in this list was assigned an identification number that appeared on each questionnaire. The researchers were able to match the Time I questionnaires with the Time II questionnaires through identification numbers. From this research, Sukriyan. The results of the study showed that there was a positive relationship between the variables of motivation, compensation, work environment, and performance on civil servants in the Yapen Islands. The next difference is the use of data processing where researchers will use SPSS.

B. Haryono *et al*(2021)

An earlier study by Haryono et al(2021) entitled "CHALLENGE STRESSORS AND HARDINESS MODELING TOWARD WORK ENGAGEMENT" aimed at The population of this study is including the newspaper journalist of PWI Central Java 259 people, PWI Solo 115 people, and PWI DIY 179 people. The number of sample is taken from 27% of the population of each represented area, including 71 people from PWI Central Java, 31 people from PWI Solo, and 48 people from PWI DIY. The analytical tool used in this study is The questionnaire is spread and collected for two months, start from the beginning of June until the end of July, 2020. For about

150 questionnaires is distributed to the participants. However, during the submission, there are only 145 questionnaire that returned back. Therefore the total of the respondents that used in this study is 145 people. The number of respondents is considered feasible since it meets the requirements of research samples The results show that there is a positive and significant relationship between the quality variables Challenge stressors (marked with X), (2) independent and moderation variable, that is hardiness (marked with Z), and (3) dependent variable, that is, work engagement (marked with Y).

C. Jiang, Qingzhi, Hyeongkwon Lee, and Dapeng Xu (2020)

An earlier study by Jiang, Qingzhi, Hyeongkwon Lee, and Dapeng Xu *(*2020) entitled "Challenge Stressors, Work Engagement, and Affective Commitment Among Chinese Public Servant" indicates the result that there is a positive and significant effect due to the quality of Challenge Stressors involving interactions where employees in the company can fulfill Work Engagement satisfaction. In this study, samples were given to pilot projects on the parallel policy governing public servants' positions and job grades in Shandong Province, Hubei Province, and Sichuan. Provinces. Range-Performance Analysis (IRPA), and Impact-Asymmetry Analysis (IAA). In evaluating previous research, similarities and differences were found, including similarities in the Challenging Stressors variable and the quality of Work Engagement. The difference is that the researcher will use SPSS to analyze the data. Samples and locations are also different where the research was awarded to the Pilot project, Shandong Province, Hubei Province and Sichuan Province. The researchers distributed questionnaires in three provincial cities, each of which had undertaken a reorganization of its public servants relatively early: J city, T city, and D city. A total of 270 questionnaires were distributed to public servants in the three cities and 240 questionnaires were returned (response rate = 88%). Two hundred twenty-six questionnaires turned out to be usable. Among the participants, 55.8% were female; the average age was 31.46 years (SD = 4.57); and the average job tenure was 5.33 years (SD = 2.48).

Table 2.2

Review of the Effect of Quality of Challenge Stressors on Work Engagement

No	Journal identity	Variable and theory	Analysis results
1	Karatepe et al(2014) Does work engagement mediate the effects of challenge stressors on job outcomes? Evidence from the hotel industry **Sample:** employees in the five star hotels in Northern Cyprus. **Analyst too:** SPPS **Method:** quantitative	**Challenge Stressor:** Podsakoff et al.(2007) 1.job satisfaction, 2.organizational commitment, 3. overall job per **Work Engagement:** Christian et al., (2011) 1.affective organizational commitment, 2.job satisfaction, 3. job involvement are empirically different constructs	Challenge Stressor has a significant relationship with the Work Engagement of employees.
2	Haryono et al(2021) CHALLENGE STRESSORS AND HARDINESS MODELING TOWARD WORK ENGAGEMENT **Sample:** newspaper journalist of PWI Central Java 259 people, PWI Solo 115 people, and PWI DIY 179 people. **Analyst too:** SPPS **Method:** Quantitative	**Challenge Stressor:** Podsakoff (2007) 1. such as workload 2.time pressure 3.job complexity 4. job responsibility **Work Engagement:** Schaufeli et al(2006) 1.vigor, 2.dedication, 3.absorption	*Challenge stressors* have a positive and significant relationship with *work engagement* for employee journalists.
3	Jiang, Qingzhi, Hyeongkwon Lee, and Dapeng Xu *(*2020) Challenge Stressors, Work Engagement, and Affective	**Challenge Stressor:** Karatepe et al.(2014) **1.**generally speaking, 2.evaluate challenge	*Challenge Stressors* have a positive effect on *Work Engagement* policy.

	Commitment Among Chinese Public Servant. Sample: 270 questionnaires on policy governing public servants' positions and job grades in Shandong Province, Hubei Province, and Sichuan. **Analyst too**: SPPS **Method:** quantitative	stressors in terms of work overload and 3.job responsibility **Work Engagement:** Schaufeli & Bakker (2004). 1.motivational process 2.job resources 3.job demands 4. foster work engagement.	

Resource: Secondary data analysis, 2021

A total of 5 previous journals were used on the relationship between motivation and work environment. Of the 5 previous studies, there were 3 which resulted in the conclusion that Challenge Stressor has a positive impact on the work engagement, while the 2 previous journals resulted in the conclusion that motivation has no effect on work environment. The Challenge Stressor theory used is Karatepe et al.(2014), the Work Engagement theory uses the theory of Schaufeli & Bakker (2004) and Schaufeli et al(2006). The difference lies in the industry studied and there will be additional motivation as an independent variable and work energy as the dependent variable.

2.1.3 The Impact of Job Demand on Creativity

A. Geng et al(2018)

Research conducted by Geng et al (2018) under the title "Motivating service employee creativity: regulatory focus and emotional labor", has the aim of analyzing the influence between variables in it. A total of 304 employee-supervisor pairs (a 71 per cent response rate) in 51 restaurants in Shanxi, Sichuan and Gansu Provinces of China. These 304 subordinates reported to 72 immediate supervisors. Where to get the results that organizational creativity has an impact on restaurant supervisor employees, there is a significant effect on employee performance. Questioner serves as a tool to analyze researcher data. There are similarities and differences, including the similarity in the application of creativity and motivating variables. While the difference is in the addition of

other variables that will be carried out in future research, namely the Prevention focus variable and Service employee creativity. The difference also lies in the analysis tool, where researchers will use SPSS. In addition, the difference also lies in the object of research, where the banking sector is chosen by researchers in conducting research.

B**. Koch and Adler (2017)**

The research that Koch and Adler (2017) conducted, entitled "Expanding the Job Demands-Resources Model to Classify Innovation-Predicting Working Conditions", aims to analyze the overall effect of job demands on employee innovation. Data obtained using primary data through a questionnaire. The sample employees are 807 German employees of different companies. The results show that Job Demands have a positive and significant impact on Innovation. The analytical tool used is SPSS. From the results of previous studies with those to be carried out, there are similarities and differences. The similarity is the use of organizational culture and employee performance variables. Then similarity was also found in the data testing tool, namely the use of SPSS. The difference lies in the object of research where researchers will focus on the banking sector while previous research is in the office. The second difference lies in the variables that will be used, namely the addition of the variables of quality of work life and job satisfaction.

Table 2.3

Review of the Effect of Job Demands has to Creativity

No	**Journal identity**	**Variable and theory**	**Analysis results**
1.	**Geng et al (2018)** Motivating service employee creativity: regulatory focus and emotional labor **Sample:** 304 employee-supervisor pairs (a 71 per cent response rate) in 51 restaurants Shanxi, Sichuan and Gansu Provinces of China **Analyst too:** SPPS **Method:** quantitative	**Job Demands:** Chang and Chiu (2009) 1. competitive service industry. 2. service employees' psychological. 3.emotional exhaustion 4.burnout	Job Demands are positively related to Employee Creativity.

		Creativity: Gardner (1986) 1.facilitate creativity, 2.cognitive interference, 3.impairing creativity	
2.	Koch and Adler (2017) Expanding the Job Demands-Resources Model to Classify Innovation-Predicting Working Conditions **Sample:** 807 German employees of different companies. **Analyst too:** SPPS **Method:** quantitative	**Job Demands:** Semmer et al. (2010) 1.unreasonable tasks, 2.unnecessary tasks, 3.time pressure 4.qualitative overload **Creativity:** Oldham & cummings(1996) 1.jobs are complex, 2.individuals experience 3. excitement, 4.creative achievement	Job demands have a positive and significant relationship with employability creativity.

2.1.4 The Influence of Job Demand on Work Engagement.

A. Radic et al (2020)

Research conducted by Radic et al (2020) is Job demands–job resources (JD-R) model, work engagement, and well-being of cruise ship employees has a goal in the process of analyzing directly or indirectly the influence of the Challenge Stressor and Job Demand for Work Engagement through creativity. The samples used in this study were 353 staff The area serves as home port for over 20 cruises, 182 officers and 171 crew/staff members were collected. lines.

Processing in testing the data using a questionnaire. His research shows the results that job demand culture has a positive and significant influence on work engagement through creativity.

B. Mauno et al (2007)

Research conducted by Mauno et al(2007) is Job demands and resources as antecedents of work engagement: A longitudinal study has a goal in the process of analyzing directly or (The HCD has seven hospitals, located in three different towns in central Finland, providing medically specialized health care services for over 260,000 inhabitants. 735 participants returned the questionnaire, Of these, a total of 409 employees returned the completed questionnaire, yielding an acceptable response rate of 65.7%.

C. Jazilah Barrotul (2020)

The research conducted by Jazilah Barrotul (2020) is ANALYSIS OF THE EFFECT OF JOB DEMAND ON WORK ENGAGEMENT THROUGH BURNOUT (The population of this research is the employees of the Consumer Collection and Remedial Unit of the State Savings Bank Surabaya Branch Office of 32 employees. The sampling technique used is a census, meaning that the total population was used as the research sample (Cooper & Schindler, 2014) so that the sample size of this study was 32 respondents. The variables of this study include: job demand (X), burnout (Z), and work engagement (Y). Observations and questionnaires.

Table 2.4

Review of the Effect Job Demand and Work Engagement

No	**Journal identity**	**Variable and theory**	**Analysis results**
1	**Radic et al (2020)** Job demands–job resources (JD-R) model, work engagement, and well-being of cruise ship employees	**Job Demand:** Bakker et al(2014) 1.work pressure, 2.work overload,	Job Demand has a significant relationship with

	Sample: this study were 353 staff The area serves as home port for over 20 cruises, 182 officers and 171 crew/staff members were collected. **Analyst too:** SPPS **Method:** quantitative	3.time pressure, 4.extensive physical effort, 5.task complexity, 6.conflict with leaders 7.co-workers, 8.role ambiguity, 9.job insecurity, 10. various stressful events **Work Engagement:** Schaufeli and Taris (2014) 1.psychological flexibility while working (vigor), 2.strong feeling of importance, keen interest, devotion, and challenging working tasks (dedication), 3. highly concentrated and cheerful preoccupation with one's work.	Work Engagement employees.
2	**Mauno et al(2007)** Job demands and resources as antecedents of work engagement: A longitudinal study **Sample:** The HCD has seven hospitals, 735 participants.	**Job Demand:** **Bakker et al., (2003)** 1.physical, 2.psychological, 3.social,	Job Demands have a positive and significant relationship with Work Engagement to employe hospitals.

	Analyst too: SPPS **Method:** quantitative	4.organizational features of a job that require physical and 5.psychological eVort from an employee, and 6.are cons **Work Engagement:** Maslach and Leiter (1997), 1.engagement refers to energy, 2.involvement, and 3.professional	
3	**Jazilah Barrotul (2020)** ANALISIS PENGARUH JOB DEMAND TERHADAP WORK ENGAGEMENT MELALUI BURNOUT **Sample:** karyawan Consumer Collection and Remedial Unit Bank Tabungan Negara Kantor Cabang Surabaya sebesar 32 karyawan **Analyst too:** observasi dan kuesioner **Method:** quantitative.	**Job Demand:** (Lee et al., 2019) 1.fisik, 2.psikologis, 3sosiologis **Work Engagement:** Schaufeli et al. (2013) 1.kepuasan kerja, 2.komitmen terhadap organisasi, dan 3.perilaku ekstra	Job demands have a positive and significant relationship with work engagement for employee consumers.

2.1.5 The Influence of Work Engagement has a on Creativity.

A. Inam, Aneeq et al (2021)

The research that Inam, Aneeq et al (2021) has conducted, entitled Fostering Creativity and Work Engagement Through Perceived Organizational Support: The Interactive Role of Stressors, aims to

determine the Work Engagement and Creativity of employees in the telecom sector in Pakistan. The population and sample of the study were conducted on all employees in the telecom sector in Pakistan as many as 324 sample survey responses were collected. The data analysis method uses IBM SPSS Statistics 21. The results show that there is an influence between Work Engagement and Creativity.

B. ULIANI and FADILA (2020)

The research that Uliani and Fadila (2020) conducted entitled INFLUENCE OF HIGH PERFORMANCE WORK SYSTEM AND WORK ENGAGEMENT ON EMPLOYEE CREATIVITY WITH WORK WELL BEING AS A MEDIATION, aims to determine the effect of work engagement on employee creativity in the population of employees who work in Solo Raya (Sukoharjo, Wonogiri, Karanganyar, Klaten, Boyolali). The population and sample of the study were conducted on all employees working in Solo Raya (Sukoharjo, Wonogiri, Karanganyar, Klaten, Boyolali) with a sample of 80 respondents. The data analysis method uses IBM SPSS Statistics 21. The results show that there is an influence between work engagement on creativity.

C. Audenaert, Mieke, and Adelien Decramer. (2018)

The research that Audenaert, Mieke, and Adelien Decramer. (2018). conducted entitled "The Influence of Work Motivation, Organizational Culture, and Quality of Work Life on Employee Performance", aims to determine the effect of work engagement on employee creativity in the Agriculture Organization of Qom. The population and sample of the study were carried out on all employees in the population was 275 people which was a sample with 160 people. Data analysis method using IBM SPSS Statistics 21.

No	Journal identity	Variable and theory	Analysis results
1.	Inam, Aneeq **et al (2021)** Fostering Creativity and Work Engagement Through Perceived Organizational Support: The Interactive Role of Stressors, **Sample:** 324 **Analyst too:** SPPS	**Work engagement:** 1.emotional, 2.behavioral, 3.cognitive aspects of a particular work or job Iddagoda et al., (2016)	Work engagement has a positive and significant relationship with

	Method: quantitative	**Creativity:** 1.cognitive thinking, 2.motivation, and 3.creative tasks Ali Chughtai, (2016)	Creativity to employee
2.	Uliani and Fadila (2020) INFLUENCE OF HIGH PERFORMANCE WORK SYSTEM AND WORK ENGAGEMENT ON EMPLOYEE CREATIVITY WITH WORK WELL BEING AS A MEDIATION Sample: 807 German employees of different companies. Analyst too: SPPS Method: quantitative	**Work engagement:** Susana et al (2007) 1.organizational benefits, 2.customer satisfaction, 3.service climate, 4.higher employee performance, and 5.customer loyalty, organizational financial performance, and increased employee welfare **Creativity:** Woodman, et al. (1993), 1.product, 2.service, 3.idea, 4.procedure 5.useful,	Work Engagement is positively related to Creativity German employee.
3.	Audenaert, Mieke, and Adelien Decramer. (2018) When empowering leadership fosters creative performance: The role of problem-solving demands and creative personality **Sample:** 213 employees contributed. **Analyst too:** SPPS **Method:** quantitative	**Work engagement:** Cavanaugh et al., (2000) 1.higher workload, 2.tougher job demands, 3.a higher level **Creativity:** Zhou & Hoever (2014)	Work engagement is positively related to employee creativity.

		1. creativity research 2. creative performance 3. creative personality	

2.1.6 The Influence of Challenge Stressor to Creativity through Work Engagement as an intervening variable..

A. In the research of Jiang, Qingzhi, Hyeongkwon Lee, and Dapeng Xu (2020) entitled Challenge Stressors work engagement and affective commitment among chinse public servants, aims to analyze the In this study, the Standing Committee of the National People's Congress authorized the State Council of China to carry out a pilot project on parallel policies governing civil service positions and job rankings in Shandong Province, Hubei Province, and Sichuan Province. which aims to explore the bottom Challenge Stressors work engagement and affective commitment among chinse public servants. The researchers distributed the questionnaires in three provincial cities, each of which had its civil service reorganization relatively early: city J, city T, and city D. The results showed that implying that the indirect effect of challenge stressors on affective commitment through work engagement was positively moderated analysis using Mplus 7.4, and compared to a four-factor model (combining POS and CSE). The similarity from previous research compared to the research to be carried out is that the variables used include challenge stressors, which are very good for creating creativity with good work engagement. The difference lies in the data processing tool where the researcher will use SPSS. The second difference lies in the object of research conducted on employees in different provinces

B. The research that Li, Kai, and Guiqin Zhu (2022) conducted entitled Promoting teaching innovation of Chinese public-school teachers by team temporal leadership: The mediation of job autonomy and the moderation of work stress, aims to determine the effect of work engagement, innovation, and quality of work stress on employee performance at Teachers from mainland china. The population and samples were recruited from teachers in over 355 elementary or secondary public schools in 19 provinces in mainland China using a cluster sampling method. In this study, the teachers were asked to answer all the questions in the questionnaire according to their natural feelings. In their previous research, they examined a large MSME business in China. In this study,

it was stated that work engagement has a positive role for the employee there, and the kariwanan there are also innovative even though they work stress.

C. The research that Sheikh Khairuddin SMH, Nadzri FH(2017) conducted entitled "Stress and Work Engagement: A Conceptual Study on Academics in Malaysian Private Universities", aims to determine the effect of Stress and Work Engagement: A Conceptual Study on Academics in Malaysian Private Universities at Physical health and psychological well-being represent health. The population and sample were Physical health and psychological well-being represent health. The data analysis method used IBM SPSS Statistics 21. The results showed that there was an influence between organizational culture on performance, and there was an influence on the quality of work life on performance.

No	Journal identity	Variable and theory	Analysis results
1.	Jiang, Qingzhi, Hyeongkwon Lee, and Dapeng Xu. (2020) Challenge Stressors, work engagement and affective commitment among chinse public servants **Sample:** civil service reorganization relatively early: city J, city T, and city D **Analyst too:** using Mplus 7.4 **Method:** quantitative	**Challenge Stressor:** **Hamaoyoun Pasha Hamaoyoun Pasha Safavi et al(2014)** 1.generally speaking 2.work overload 3.job responsibility **Work Engagement:** **Shaufeli et al(2002)** 1.Vigor 2.Dedication 3.Absorption **Creativity:** Gardner (1986) 1.facilitate creativity, 2.but beyond a certain point this activation	challenge stressors are positively related to Employee Creativity.

		can cause cognitive interference, 3.impairing creativity	
2.	Li, Kai, and Guiqin Zhu. (2022) Promoting teaching innovation of Chinese public-school teachers by team temporal leadership: The mediation of job autonomy and the moderation of work stress **Sample:** teachers in over 355 elementary or secondary public schools in 19 provinces in mainland China using a cluster sampling method. **Analyst too:** SPPS **Method:** quantitative	**Challenge Stressor: Mudannayake et al(2016)** 1. Followership 2. Competence 3. Professional engagement **Work Engagement: Cao et al(2020)** 1. Organizations 2. Workplaces 3. Educational Institution. **Creativity:** Oldham & cummings(1996) 1.jobs are complex, 2.individuals experience 3. excitement, 4.creative achievement	challenge stressors are positively related to Employee Creativity.
3.	Sheikh Khairuddin SMH, Nadzri FH (2017) Stress and Work Engagement: A Conceptual Study on Academics in Malaysian Private Universities Sample: employees Physical health and psychological.	**Challenge Stressor: Cartwright and Cooper(2002)** 1.Colleagues 2.Subordinates 3.Bosses **Work Engagement:**	Challenge stressors have a positive and significant relationship with Creativity to employees.

	Analyst too: SPPS Method: quantitative	**Viljaen & Rothmann(2009)** **1**.Vigor 2.Dedication 3.Absorption **Creativity:** Zhou & Hoever (2014) 1. creativity research 2. creative performance 3. creative personality	

2.1.7 The Influence of Job Demand to Creativity through Work Engagement as an intervening variable.

A. Ahmed Umair (2019)

The research that Ahmed, Umair (2019) has conducted, Job Demands and Work Engagement: Call for More Urgent Empirical Attention. The population and sample deleterious effects on employees' psychological. Data and analysis methods questions and SPSS. There are previous studies that are about the same thing but in different research places. Yesterday's research in healthcare units in Portugal that used questionnaire data and analysis methods, namely PLS (PLS-SEM), was applied using the SmartPLS 3.0 software. The results show that there is an influence between Job Demand to Innovation Intervening Work Engagement.

B. Nambudiri and Sharma (2020)

The research that Nambudiri and Sharma (2020) conducted entitled "Work engagement, job crafting and innovativeness in the Indian IT industry", aims to determine the effect of work engagement on employee creativity in the population of employees who work in sample drawn from the IT industry in India. The population and sample of the study were conducted on refined by eliminating responses of employees with less than six months of experience in the current organization. We collected 377 usable data points through a web-based online survey. The sample

contained 60 percent male and 40 percent female respondents with the average age and tenure being 30 years and 4.5 years, respectively. The data analysis was conducted using SmartPLS, A partial least square (PLS) model is usually analyzed and interpreted in two stages. In the first stage, the measurement model was tested by performing validity and reliability analyses on each of the measurements obtained using the model. The results show that there is an influence between Job Demand to Innovation intervening work engagement.

C. Fujimoto et al(2020)

The research that Fujimoto (2020) conducted entitled "Psychological detachment A creativity perspective on the link between intrinsic motivation and employee engagement". The population and sample of the study were carried out on all employees online data collection Company was used to administer surveys among 1,028 full-time Japanese workers for companies with more than 100 employees. We wanted to ensure that the companies that employed our sample had formal human resource management (HRM) policies and practices..Data analysis method using IBM SPSS Statistics 21.

No	Journal identity	Variable and theory	Analysis results
1.	Ahmed Umair (2019) Job Demands and Work Engagement: Call for More Urgent Empirical Attention. **Sample:** deleterious effects on employees' psychological **Analyst too:** SPSS **Method:** quantitative	**Job Demand:** Bakker et al(2005) 1. physical 2. mental capabilities **Work engagement:** Demerouti et al.(2001) 1. boosts performance 2. enables employees **Creativity:** Lukes, M. (2012) 1.generation; 2.idea search; 3.idea communication; 4.implementation	The work engagement variable has a positive and significant effect on increasing Creativity and the influence of Job demand on the effects on employees' psychological Creativity has a positive effect.

		5.involvement 6.overcoming obstacles	
2.	**Nambudiri and Sharma (2020)** Work engagement, job crafting and innovativeness in the Indian IT industry **Sample:** 377 Indian IT industry **Analyst too:** partial least square (PLS) **Method:** quantitative	**Job Demand:** 1.social resources at work. 2.may increase job demands 3.though this may deplete energy it is potentially. (Cavanaugh et al., 2000). **Work engagement:** 1. vigor, 2.dedication and 3.absorption and is 4.associated (Schaufeli et al., 2006) **Creativity:** (Bakker and Demerouti, 2008) 1.job demands 2.job resources,	The work engagement variable has a positive and significant effect on increasing Creativity and the influence of Job demand on the 377 Indian IT industry Creativity has a positive effect.
3.	**Fujimoto (2020)** Psychological detachment A creativity perspective on the link between intrinsic motivation and employee engagement **Sample:** 100 employees contributed. **Analyst too:** SPPS **Method:** quantitative	**Job Demand:** 1.autonomy, 2.learning, 3.personal growth, 4.recognition, 5.increased satisfaction better interpersonal communication (Huhtala and Parzefall, 2007)	The work engagement variable has a positive and significant effect on increasing Creativity and the influence of Job demand on the 100 employees

		Work engagement: Cavanaugh et al., (2000) 1.higher workload, 2.tougher job demands, 3.higher level **Creativity:** (Amabile and Pratt, 2016) 1.perspectives on problems, 2.considering various idea, 3.thinking broadly and 4.making unusual associations	contributed Creativity has a positive effect.

2.2 Theoretical basis

2.2.1 Human Resource Management

2.2.1.1 Definition of Human Resource Management

Human resources are very important for every company and network that wants to build or have a business that involves employees and people who help each of these businesses. We can open job vacancies for people who need jobs. Therefore, the management and development of human resources is very important for the organization (Krismiyati, 2017). Human resource management is carried out to develop and utilize all existing potential to support the achievement of the desired organizational goals. Human resource development is the development of a workforce that is oriented towards increasing knowledge and skills, whose final goal is the productivity and quality of institutions (Widiansyah, 2018). Dynamic environmental conditions, employee placement, do not always lead to success. Environmental conditions tend to require organizations to make

adjustments and developments according to organizational needs. The development and improvement of the quality of human resources should be a priority. One of the efforts that can be made to improve the quality of human resources is by applying the principles of Total Quality Management (TQM). The application of TQM to improving the quality of human resources has proven to be a major contribution to the achievement of goals (Supardi, 2006). Total quality management is an approach and offers a simple concept of how institutions can compete and excel in competition and produce the best quality among existing institutions (Syam, 2017). To be able to produce the best quality, it requires continuous and continuous improvement of human resources (Suhermanto, 2018).

2.2.1.2 Human Resource Management Functions

Human resource management is a process that has parts of planning, leadership, organizing, and controlling activities related to work, procurement, development, promotion, compensation, evaluation, as well as making work decisions to achieve predetermined goals. Panggabean (2019)

1. Staffing (Manage Membership)

The function of the human resource management function is staffing or managing membership. In this function there are three important activities including planning, withdrawal, as well as the selection process. The more companies that are established, the more human resources are needed. This is what makes human resource management function where it has the task of providing, screening, selecting, and the like. This human resource management function plays an important role in determining the quality of human resources in companies.

2. Evaluation

Human resource management has another function, namely evaluation. Evaluation here includes conducting training as well as assessment. The human resources department is obliged to be responsible for the procurement of human resources in the company. Usually they will provide training to candidates and ensure that candidates receive an evaluation or assessment of their performance from all parts of the company or related parties.

3. Replacement and Satisfaction

Enter the next function, namely replacement or satisfaction. Or we can also say it as a 'reward'. This human resource management function deals with the replacement of the performance that has been done by human resources which is also related to the satisfaction received by the company. The human resources department has a duty to make development of a good salary structure, while the manager has the task of giving the salary. The two parties, which include human resource management, must coordinate well.

4. Training and Advisory

Human resource management also has a function as a trainer as well as an advisor. The department is responsible for assisting managers in creating training programs for both prospective employees, new employees, and existing employees in order to produce higher quality performance. In addition to training, they are also a facilitator who will provide input to the manager, and find solutions if a case or problem occurs during the development process.

5. Build Relationships

The next function is to build relationships. Human resource management plays an important role as well as having a duty to build relationships such as negotiating with trade unions. The department must play an active role in finding ways to agree between the company and the workers' union, as well as helping to avoid complaints. Here the department must also try to prevent unhealthy actions that can be taken by employees, such as strikes and demonstrations.

6. Integration

The point of integration here is to unite the interests of the company with the needs of employees. If the integration is good, of course the cooperation will be even more profitable for both parties.

7. Maintenance

Employees are a very important resource, in this maintenance is aimed at improving the physical, mental and employee loyalty so that cooperation is maintained.

8. Termination

This one is commonly called layoffs or termination of employment. As the name implies, to terminate or terminate a contract or work relationship between companies and employees which

is usually caused by something that causes the rights and obligations between the company and the employee to end.

We can conclude that the functions of human resources are Staffing (Manage Membership), important activities including planning, withdrawal, as well as the selection process. Evaluation, includes conducting training as well as assessment. Or we can also say it as a 'reward'. This human resource management function deals with the replacement of the performance that has been done by human resources.Training and Advisory, Build Relationships, Integration, Maintenance, Termination.

2.2.1.3 Approach in Human Resource Management

Ideally, the goals (outcomes) of HRM are quality (increased skills and abilities), commitment (increased motivation and effort), flexibility (increased structures and systems that we can build from flexibility.

A) Mechanical Approach (classic):

In the mechanical approach, if there is resistance to work energy, then the human element in the organization is equated using other production factors, as a result of which the leadership of the company tends to suppress workers with low wages as a result of low production portfolios.

B) Paternalism Approach (Paternalistic):

With the development of thinking based on workers more and more progressively based on workers, which tells them that they can go on the dependence of management or company leaders to balance the good for the workers.

C) Social Systems Approach (Human Relations)

This social systems approach views that an organization / company is a complex system operating in a complex environment which can be called an external system. Managers acknowledge and realize that the goals of the organization / company will only be achieved if there is harmonious cooperation among employees, subordinates and superiors, and good interaction between all employees. This thinking is based on the existence of interdependence, interaction, and relationships between fellow employees. The system is a process consisting of various elements or components that are structurally and functionally interrelated, mutually supporting and filling,

according to their respective roles and positions, but the whole is absolutely supported by each component, no matter how small the value. So every system contains input (input), process, output (output), and is a unit that works alone. Paternalism is a concept that suspects management as a protector of employees, various types of business have been carried out by company leaders so that non-workers seek donations based on other parties.

2.2.1.4 Objectives of Human Resource Management

Cushway in Sutrisno (2009), the goals of HRM include:

- Give consideration in making HR policies to ensure that the organization has motivated and high performing workers, has workers who are always ready to cope with change and fulfill legal employment obligations.
- Implement and maintain all HR policies and procedures that enable the organization to achieve its goals.
- Assist in the development of the organization's overall direction and strategy, particularly with regard to HR implications.
- Provides support and conditions that will help line managers achieve their goals.
- Address various crises and difficult situations in employee relations to ensure that they do not hinder the organization from achieving its goals.
- Provides a medium of communication between workers and organizational management.
- Acting as the maintainer of organizational standards and values in HR management. Sutrisno, E. (2009) at least HRM has three main objectives, namely:
    - Improve productivity levels.
    - Improve the quality of work life.

2.2.1.5 Human Resource Management Challenges

The challenges in PSDM are external and internal:

a) External challenges include the fields of economy, socio-politics, legislation, technology and competition.
b) Internal challenges include budgets, estimating products and sales, new businesses or activities, and so on.

2.2.2 The influence of Challenge Stressor

2.2.2.1 Definition of Challenge Stressor

Challenge stress is something they can get from a job or pressure that causes tension, but at the same time, can provide positive energy and provide opportunities for feelings of accomplishment, as well as growth and development. In contrast, hindrance stressors are those that result in strain, but in contrast to challenge stressors, are typically not energizing and do not provide employees with opportunities for growth and development (Cavanaugh et al., 2000). Challenge stressors are those that may result in strain, but at the same time, are energizing and provide opportunities for feelings of accomplishment, as well as growth and development Cavanaugh et al., 2000). It is proposed that hindrance stressors would be negatively related but that challenge stressors would be positively related to job satisfaction, even though both stressors are expected to be positively related to strains. Limited empirical evidence supports this premise Cavanaugh et al.(2000).

2.2.2.2 Dimensions Challenge Stressor

The results of our meta-analysis indicated that although there was a nontrivial relationship among challenge and hindrance Stressors (perhaps organizational cultures vary in terms of the overall level of demands they place on individuals), there were differing relationships with criteria that were consistent with theory. so have different relationships with performance. This contribution is important, given that performance is a central concept in management research, and the popular explanation for variability in stress-performance relationships (that there is an inverted U-shaped relationship between level of stress and performance) has not been well supported (Teigen, 1994; Westman & Eden, 1996).

2.2.2.3 Efforts to improve Challenge Stressor

Spreitzer (1995), thriving at work refers to the psychological state that individuals experience both vitality and learning in their work at the same time. Spreitzer (2005) and Porath et al. (2012) developed and validated the construct of thriving at work, including "vitality" and "learning." Although each dimension indicates a certain degree of personal growth and development in work, it is only when the two dimensions are combined and achieve a high level that they can promote each other and form the experience of thriving at work (Porath et al., 2012). Some empirical studies showed that the two-factor model of thriving at work has a higher data fit

than other structures Niessen C et al., (2012). Many studies showed that thriving at work can be used as a measure of personal growth perception, which helps people to understand what they are doing and how they are doing Paterson et al., (2014).

2.2.3 Job Demand

2.2.3.1 Definition of Job Demand

In such a job, every person or every individual is faced with various important things, namely the demands of tasks or jobs that must be completed or often referred to as job demands. Job demand is defined as job demands that trigger psychological fatigue (psychological stressors), for example, such as: working non-stop for long working hours, too much workload and limited time given to complete the work, and conflicts at work. job demands to be completed Love, J. G., et al (2007). Putra & Mulyadi, (2010). revealed that job demand is the physical, social, and organizational elements in work activities that affect the psychological health of employees.

Robbins (2004) reveals that job demands are factors related to one's work and can put pressure on people if the demands of the task are felt excessively fast and can increase anxiety and stress. Love, Peter et al (2007) said that the demands of the task and the work environment in addition to causing physical fatigue for employees, it will also trigger fatigue psychologically from employees or referred to as psychological stressors, besides the emergence of personal conflicts related to job demands are also considered as variables of job demand.

2.2.3.2 Dimensions Job Demand

Sauter, Murphy dan Hurrel (1998) :

1. Work Scheduling is the time set by the company for employees to complete the demands of their duties, and for certain types of work work scheduling is also related to employee rotation in the work shift schedule.
2. Workload and work pace is the absolute amount of workload and the speed or time required to complete the work (Day and Jreige, 2002).
3. Job Content Sauter (1990) reveals that job content is the intensity, content, and cycle of work that requires employee skills and creativity. Furthermore, Sauter also stated that job content that is too light and too heavy will affect employee behavior.

4. Job control is the authority possessed by employees to controlling and making decisions in their work by using the skills possessed by Love et al (2007).

2.2.3.3 Efforts to improve Job Demand

The Job Demands-Resources (JDR) model has gained a lot of popularity in Organizational Psychology since it was developed. It aims to very practically explain how job satisfaction and other positive factors in the work environment could be improved, and how companies can tackle negative phenomena such as job-related stress.

The JDR model proposes two important factors that managers and HR teams can use in their work:

- When Demands are high and the workplace lacks proper Resources, the stress of employees will rise
- When the company has effective resources available to support its employees, the job satisfaction will rise - even if the Demands are high

2.2.4.4 Determinants of labor demand according to Afrida (2003) can be identified through several factors, namely:

a. Wage rate for labor

The optimal number of workers used can be calculated by looking at the level of wages. The lower the wage level, the more labor demand there will be. Vice versa, if the wage level is high, the demand for labor will be lower.

b. Technology

The technology used affects the ability to produce. When the level of technology used is more effective, it means that the workforce can actualize their abilities and skills more.

c. Productivity

The capital used affects the level of labor productivity. The higher the capital owned, the higher labor productivity can increase labor productivity.

d) Labor Efficiency

The labor quality index can be measured through educational background and work experience. The higher the education and the more experienced the workforce, the greater the demand for labor.

e) Capital Resources

An output is created when capital and labor are present and cannot be separated. The role of other factors can be another determining factor.

2.2.4 Work Engagement

2.2.4.1 Definition of Work Engagement

Work engagement involves the relationship between employees and their respective work and employee involvement can also be related to organizational relationships in a company or place where people work. As we will see below, in including relationships with organizations, the distinction between engagement and traditional concepts such as commitment to an organization and extra-role behavior is blurred. Although the meaning of engagement in the workplace may seem obvious at first glance, a closer look into the literature reveals the vagueness of the concept. Macey, W. H., & Schneider, B. (2008) argued, the confusion about the meaning of engagement, "can be attributed to the 'bottom-up' manner in which the engagement notion has quickly evolved within the practitioner community". engagement is characterized by energy, involvement and efficacy, which constitute the direct opposites of the three burnout dimensions-exhaustion, cynicism, and reduced accomplishment Maslach, C. and M.P. Leiter. (1997). Kahn WA (1990) the key reference of engagement is the work role, whereas for those who consider engagement as the antipode of burnout it is the employee's work activity, or the work itself. Work engagement is an active, positive work related state that is characterized by vigor, dedication, and absorption Schaufeli, W.B., Bakker, A.B. and Salanova, M,(2006). Work engagement is an independent, persistent and pervasive motivational psychological state that accompanies the behavioral investment of personal energy Schaufeli, W.B., Bakker, A.B. and Salanova, M,(2006).

2.2.4.2 Dimensions of Work Engagement

Kanungo, R. N. (1982) classifies job involvement into three categories:

dimensions, namely:

1. Work concentration according to Kanungo is how much employees are more concerned with or more focused on their work tasks compared to other activities.
2. Work evaluation according to Kanungo is defined as how well

employees assess work.

3.Identification of work is defined as how big or important workers for their self-image.

Luthans, F., Vogelgeslang, G. R., & Lester, P. B. (2006), there are three psychological states that can increase employee job involvement, namely:

1. Psychologically meaningful feelings are feelings received through physical, cognitive, and emotional energy.
2. Psychological security arises when individuals are able to show or work without fear or have negative consequences for self-image, status, and or career.
3. A feeling of psychological availability means that individuals feel that resources that provide personal, emotional, and cognitive physical adequacy are available in times of need.

Cummings & Worley (2005), there are four dimensions of employee work involvement which are described as follows:

1. Power

Includes granting sufficient authority to employees to make work-related decisions covering various issues such as work methods, work assignments, performance results, customer service and employee selection.

2. Information

Information can be in the form of data on operating results, business plans, competitive conditions, new technologies, work methods and ideas for improving the organization.

3. Knowledge and Skills

Employee work involvement can increase organizational effectiveness depending on the degree to which employees have the knowledge and skills needed to make good decisions.

4. Rewards

Because people generally do something to get an award, then the award can have a strong effect on employee involvement in the organization.

2.2.4.3 Factors Affecting Work Engagement

Work involvement can be influenced by 2 factors, namely: situational and personal factors Kanungo R. N.(1982). They are as follows:

a. Work, organization, and socio-cultural environment all play a role in situational involvement at work. The work includes the characteristics and results of work; variety; autonomy; task identity; feedback; job level (formal status in the organization); salary level; work conditions; job security; supervision; and interpersonal climate.
b. Personal factors that can affect work engagement including demographic and psychological.

2.2.4.4 Efforts to Improve Work Engagement Indicators

Employee engagement refers to things that are positively effective related to carrying out work that has aspects of vigor, dedication, and absorption Schaufeli et al, (2006). This sense of engagement is a cognitive, emotional, and behavioral condition of the individual directed towards organizational goals Farndale, E., & Murrer, I. (2015). Employee engagement is a positive individual attachment, commitment, loyalty to one or one line of work Xiao, M. L., & Duan, L. (2014), or the individual's positive psychological state regarding their work Saks, A. M., & Gruman, J. A. (2014). It can be stated that work is a motivational boost to achieve a variety of needs (from the wages) and must be met psychologically and physiologically Alderfer C.P (1969). The need is an impetus that will spur change on the cognitive side of the individual so that it will motivate the enthusiasm for work Mokaya, S. O., & Kipyegon, M. J. (2014). From the encouragement of fulfilling these needs, employee engagement can increase over time, which in turn will affect the quality of individual work Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010).

2.2.5 Creativity

2.2.5.1 Definition of Creativity

Creativity is an active process in learning that must involve the innovation power of every human being in creativity. This learning requires a special skill and understanding of an intention with applied creativity. To be creative we need reflection, encourage engagement and develop confidence in ourselves and responsibility for those around us and ourselves. The ability and propensity to be more creative is essential for those who live fulfilled and successful lives that are made up of people wanting to be more creative, and that is valued in higher education and the workplace. In this case there is called the creative process, namely innovation and often innovation must carry out its name innovation. They can place the responsibility for creativity on social groups rather than on individuals. Therefore, all individuals are not driven by standing out from class in the same way or to the same degree as in Western culture. This does not mean that any creativity is completely unappreciated. As with all learning attributes, or the ideas presented on this page need to be interpreted and implemented in a culturally sensitive manner. There are many other benefits of maximizing one's own creative potential such as physical and psychological health improvements, improved resilience in the face of difficulties and even lower levels of aggression Woodman, Richard W., Sawyer, John E., Griffin, Ricky W., (1993). Kampylis, P.; Berki, E.; Saariluoma, P. (2009) 'Creative thinking is defined as the thinking that enables students to apply their imagination to generating ideas, questions and hypotheses, experimenting with alternatives and to evaluating their own and their peers' ideas, final products and processes.' Kaumfman and Beghetto (2009) creativity can develop four categories of human creativity and help reveal nuances between different levels and types of creativity. Creativity represents a balance between knowledge and freeing oneself of that knowledge Johnson-Laird (1988).

2.2.4.2 Dimensions of Creativity

By understanding this we can know creativity through its dimensions, it can be said that our creativity can be compared in the two organizations and cannot be grouped into the same industry.Here are the dimensions of creativity according to some experts:

Munandar, U (2012), there are four dimensions of creativity, namely:

1. person: Creative expressions are those that reflect the originality of the individual. From this unique personal expression, new ideas and innovative products can be expected.
2. press: Creative talent will be realized if there is encouragement and support from the environment, or if there is a strong drive within himself (internal motivation) to produce something. Creative talent can thrive in a supportive environment.
3. process: To develop creativity, children need to be given the opportunity to engage themselves creatively. Educators should be able to stimulate children to involve themselves in creative activities, by helping to provide the necessary facilities and infrastructure.
4. product: In a creative person, if you have personal conditions and a supportive environment, or an environment that provides an opportunity or opportunity to be creatively busy, it is predicted that the product of creativity will appear. The conditions that enable a person to create meaningful creative products are personal conditions and environmental conditions, namely the extent to which both encourage (press) a person to involve himself in the creative (busy, activity) process.

Cambell (1986), creativity is an activity that produces results that are: novelty, which means invasion, unprecedented and strange; useful (useful), which means more practical, easier, overcome difficulties, and produce better results; understandable, which means the same result can be understood or understood and can be made at different times.

Utami Munandar (2009) basically everyone has creative talents and the ability to express themselves creatively, although each in different fields and to varying degrees.

2.2.4.3 Efforts to Improve Creativity

Efforts to develop or enhance one's creativity require practice. Training can be done indefinitely. The more often practice increases and the creativity develops. The important thing in practice is to do it with discipline. The above is in accordance with the opinion of O. Gassmann and M. Zeschky. (2008) who explains that, You cannot learn something if you never practice it. There are no shortcuts. There is no other way to develop a skill. This also applies to creativity skills. There are no magical springs where you drink water to be creative. Creativity is a starting point for creation. Art itself is a result of inner skills and aesthetics is the value of beauty born from the starting point of creativity and from the artwork itself. In exploring the creativity of children with hearing disability, training is conducted.

2.2.4.5 Factors that affect creativity According to Rogers (2009):

a. Encouragement from within

Surely every individual has an inner drive to be creative, realize potential, express and activate all the capacities he has.

b. Encouragement from the environment

Environmental factors must be very influential on every individual, seeing successful people definitely want to be successful and the environment is always supportive.

2.3 Hypothesis Development

2.3.1 Development of a Hypothesis on Challenge Stressor to the Creativity.

The challenge stressor is very influential on the creativity of employees, there are positive and negative effects. Every employee must have a challenge, stressor, difficulty working, therefore sometimes we have to look for entertainment or find entertainment to be able to get good and good creativity for ourselves or the company. When we are exposed to the challenges of stress we will definitely get an unexpected creativity and the results are good and can be accepted by everyone.

However, few of them focus on another important aspect: the management of talents in the big data era. In addition, the relationship between challenge stressors and creativity also remains unclear. Generally, it is believed that challenge stressors have a positive effect on creativity Lepine et al., (2005). Individuals under challenge stressors are highly motivated to be creative, as they perceive a positive assumption that the more efforts required to deal with challenge stressors, the more mastery and personal growth is expected, and, subsequently, valuable achievements can also be expected Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Some researchers argue that challenge stressors are believed to impair creativity, as they tax too highly the limited cognitive resources necessary for creativity Sacramento et al., (2013).

H1: Challenge stressor has a positive and significant effect on Creativity.

2.3.2 Development of a Hypothesis on Challenge Stressor to the Work Engagement.

Challenge stressors can have a positive impact on employee work engagement. Employees can do a good job even though there are challenge stressors for each employee. Challenge stressors do

not have to have a negative impact but also have a positive impact on every employee. Employees will be enthusiastic about working to get the right results. Work engagement can also be a challenge for employees to be able to complete work even if it is a challenge stressor.

Engagement within somebody's job has become a popular concept either for the employee or the organization, Leite, N. R., Gilson, R. L.,& Hartr, L. M.(2004). Engagement is a condition in which people feel interested, live, and get the sense of energy in everything they do Saks, A. M., & Gruman, J. A,(2014). Challenge stressors tend to be rated as having potential to promote mastery, self-growing, or profitability in the future. Employees tend to see these demands as opportunity to learn, achieve and demonstrate the variety of competencies that are likely to be rewarded Cavanaugh, M. A., Boswell, W. R., Roehling, M. V., & Boudreau, J. W. (2000)

Kleespies et al (2015) stated that time pressure, one of the Challenge stressors indicators, had significant and positive effect toward work engagement. Reis, D., Hoppe, A., Arndt, C., & Lischetzke, T. (2017) also showed that time pressure had significant and positive direction on vigor and absorption; both vigor and absorption are indicators of engagement.

H2: Challenge Stressor has a positive and significant effect on the Work Engagement.

2.3.3 Development of a Hypothesis on Job Demand to the Creativity.

Job demands have been found to be important predictors of innovation (Anderson et al., 2004; Janssen, 2000). According to the JD-R model, time pressure is related to emotional exhaustion, but has also been discussed as having the potential to promote personal growth and an active problem-solving style (Podsakoff, & Lepine, 2005), which may promote innovation. Studies have indicated that time pressure has a positive relationship with innovation and creativity Hon, A. H. Y (2012). Binnewies and Wörnlein (2011) also found a positive relationship between time pressure and creativity. When jobs are complex, individuals experience increased interest and excitement, which in turn could foster creative achievement Oldham, G. R., & Cummings, A (1996) and innovation. However, Goral et al(2010) were only able to replicate the effect of task complexity on idea implementation.

H3: Job Demand has a positive and significant effect on Creativity.

2.3.4 Development of a Hypothesis on Job Demand have to the Work Engagement.

The demands of the job can result in challenge stressors because the more work and the more challenge stressors, therefore workers must be able to engage in work involvement which results in challenge stressors. As a result of increasing work-related stressors, the effect of job demands on individual and organizational outcomes is increasingly a significant issue for workforce and organizations. Job demands are the things that have to be done (Jones and Fletcher, 1996, p. 34). The job demands-resources model (JD-R) has defined job demands as those physical, psychological, social or organizational aspects of the job that require sustained physical and/or psychological (cognitive and emotional) effort or skills and are therefore associated with certain physiological and/or psychological costs(Demerouti E, Bakker AB, Nachreiner F, Schaufeli 2001)

Job demands are physical, psychological, social or organizational aspects of the job that require sustained physical and/or psychological (cognitive and emotional) effort or skills and are therefore associated with certain physiological and/or psychological costs (Bakker and Demerouti, 2007,.) these unexpected results, Van den Broeck et al., (2010) have suggested the qualitative differentiation between different types of job demands, that is, job hindrances and job challenges. From the conception we can know anything about the challenges and obstacles that are job demands available in the literature to be able to separate between job demands as challenges and obstacles in work based on quotes from experts taken in the relevant literature.

H4: Job Demand has a positive and significant effect on the Work Engagement

2.3.5 Development of a Hypothesis on work Engagement to the Creativity.

We take creativity as a form of work outcomes at work, rather than a personality trait. We argue that job crafting strategy is positively related to employees' creative outcomes. Employees like to participate in creative strategies, as long as they perceive the strategies to be beneficial for the organization (Carmeli et al., 2009). Higher work engagement is observed when employees strongly agree with the organization, based on social exchange theory that generates the motivation of repaying the organization (Li and Sandino, 2018). creative solutions and adopt flexible reasoning to counter challenging situations. Work engagement acts as a strategic driver to increase employee creativity, Sonnentag et al., (2019)

H5: Work Engagement has a positive and significant effect on Creativity

2.3.6 Development of a Hypothesis on Challenge Stressor to creativity significant through work engagement.

Creativity has become a decisive force in the modern economy, so much so, that researchers have taken a thorough look at the distinct ramifications of the organizational structures and conditions that impact it; including leadership styles Jiang W., Zhao X. and Ni J. (2017). Lazarus and Folkman (1984) theorized that people's interpretation of events (job demand stressors in our case) and their subsequent reactions depend on the differences in their sensitivity and vulnerability to the events (stressors). In accordance with this, the intervention of cognitive processes (cognitive appraisal) between stressors encounter and reaction offers a great starting point in understanding the observed variations in attitudes and behaviors under commensurable external circumstances (job demand stressors). Stressors form a critical aspect of organizational environment, and have, as a consequence, received enormous attention in literature: in health Sule, R., Thadasare, H., Sonavane, S., & Shah, N. (2017).

H6: Work engagement mediates the positive and significant effect of challenge stressors on creativity.

2.3.7 Development of a Hypothesis on Job Demand to Creativity significant through Work Engagement.

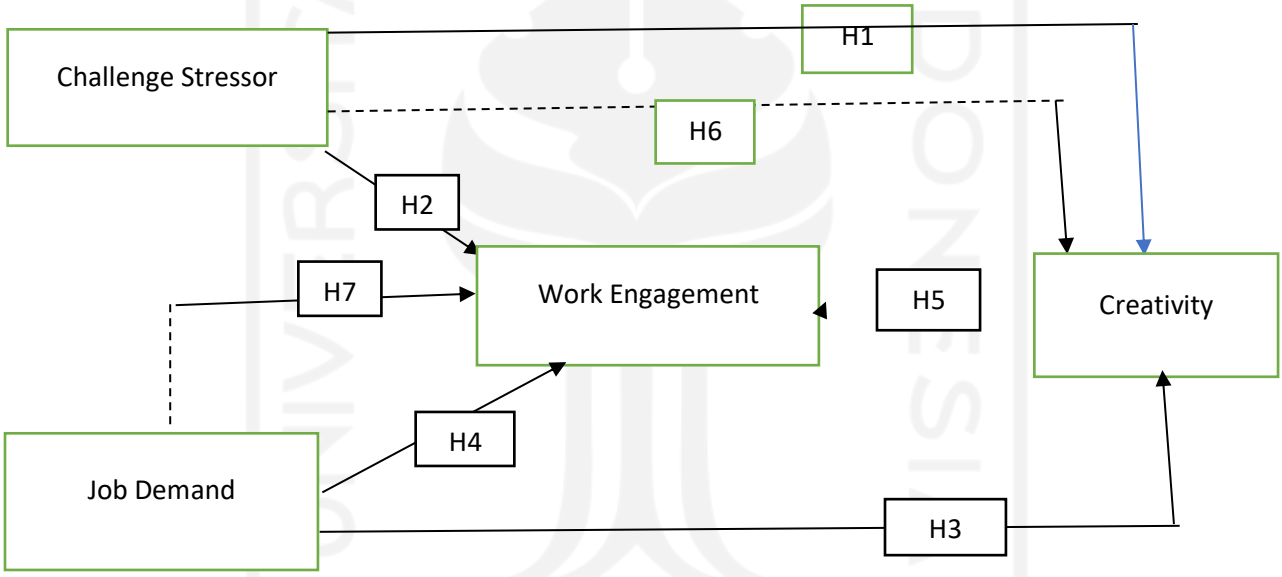
Therefore, concerning work resources at the individual level, which refers to job characteristics and personal resources, they address the B&B (Broaden and Build) theory, which states that more positive employees, in terms of resilience, self-esteem and effectiveness, have more confidence to make more challenging choices, following non-traditional approaches, in which employees must take risks to obtain innovative behaviour's Kwon and Kim (2020).

Therefore, we consider that innovative behaviour is an essential dimension of the Job Demands-Resources model since several authors have already directly related it to work engagement and leader feedback Eva et al(2019) or to workload and work engagement Montani et al(2018) or even to individual resources Kwon and Kim(2020). The relationship between high resources, motivation, employee commitment and excellent performance, translated by work engagement, which will lead to employees' innovative behaviour, in line with our conceptual model based on the Job Demands Resources model.

H7: Work engagement mediates the positive and significant effect of job demand on creativity.

4.4 Framework of Research

Sekaran (2006) defines a theoretical framework as a conceptual model that is related to how a person constructs a theory or connects logically several factors that are considered important to a problem. The theory flows logically from the documentation of previous research in the problem area. Based on these two definitions, it can be concluded that the theoretical framework is a model that discusses the interdependence between variables which is deemed necessary to complement the dynamics of the situation to be studied. The framework in this study will explain the influence of variables on the quality of work life, organizational culture, job satisfaction, and employee performance along with the indicators that will be used based on the theory of experts used in previous studies. Previous research sources:



2.5 Research Hypotheses

According to Sekaran (2006) can be defined as things that are provisional, but testable, which predict what the authors expect to find in the author's empirical data. The hypothesis is based on the theory taken from the research conceptual model and is relational. It can be concluded that a hypothesis can be defined as a logically suspected relationship between two or more variables which is stated in the form of a testable statement. based on the results of previous research studies and literature review, it can be concluded and the results of the research hypotheses can be formulated as follows:

H1: Challenge stressor has a positive and significant effect on Creativity.

H2: Challenge Stressor has a positive and significant effect on the Work Engagement.

H3: Job Demand has a positive and significant effect on Creativity.

H4: Job Demand has a positive and significant effect on Work Engagement

H5: Work Engagement has a positive and significant effect on Creativity

H6: Work engagement mediates the positive and significant effect of challenge stressors on creativity

H7: Work engagement mediates the positive and significant effect of Job Demand on creativity

CHAPTER III

RESEARCH METHODS

3.1 Research Approach

In order to complete a research method, you should describe the methods that will be used by the research to carry out a research activity in order to answer the questions in this section. formulated when one of the problem or analysis emphasis formulation This ensures that the reader will be aware of the specific ways in which the researcher will respond to a research formula since reading the research proposal. Therefore, a research proposal This course will be read by the supervisor, prospective research subjects, or other people with an interest in the research proposal. For that they need to get 2 clear and detailed pictures of what activities the candidate will undertake researchers. Creswell (2012) These variables, in turn, can be measured, typically on instruments, so that numbered data can be analyzed using statistical procedures. According to Creswell (2012), quantitative research is a method for examining the relationships between variables in order to test objective theory.

For this reason, prospective researchers must be able to distinguish the meaning of research methodology and research methods. In general, this research methodology is still conceptual or theoretical, so when we learn research methodology, we talk a lot about theories and concepts related to research methods; that means we still quote a lot of expert opinion from various existing literature. Creswell (2017) quantitative research is an approach for testing objective theories by examining the relationship among variables. A quantitative technique, as defined by Kasiram (2008), is a procedure for locating information and data that are then utilized as an analytical instrument to describe anything. These variables, in turn, can be measured, typically on instruments, so that numbered data can be analyzed using statistical procedures.

Emzir (2016) states that the quantitative approach is an approach that primarily uses the postpositivist paradigm in developing science (such as thinking about cause and effect, reduction

to variables, hypotheses and specific questions using measurement and observation and theory testing), using research strategies such as experiments and surveys that require statistical data. Arikunto (2006) So that in quantitative research, as the name implies, many are required to use numbers, starting from data collection, interpretation of the data, and the appearance of the results.

Quantitative data, on the other side, is data that has trends that can be analyzed using statistical techniques. The data can be in the form of numbers or scores, and it's usually gathered with both the help of a data collection solution that gives responses in the form of ranges of scores or weighted questions. Because it is founded on the positivist theory, the quantitative method is also known as the positivistic method. Sugiyono (2015) quantitative data is data in the form of numbers, or quantitative data that is extrapolated. Other than thatThis method is also known as the scientific method or scientific method because it meets scientific principles such as empirical, measurable, objective, systematic and rational. Kasiram (2008) quantitative method is a process to find knowledge and numbers that are used as an analytical tool for a description of something you want to know.

3.2 Research sites

Research is on grab, gojek and maxim the address is :

Grab: Pontianak: Central Perdana Jalan Perdana, Central Perdana No. A19-20 Ex. Parit Tokaya Kec. South Pontianak 78113 Pontianak City, West Kalimantan.

Gojek: Jl. Urai Bawadi No.42B, Bangkong River, Kec. Pontianak City, Pontianak City, West Kalimantan 78113.

maxim: Jl. MT Haryono, at the OSO gas station Ex. Akcaya, District. South Pontianak, Pontianak City, West Kalimantan 78121.

3.2.1 Profile company

Grab is a technology company originating from Malaysia, headquartered in the Singapore area that provides transportation service applications that are useful as public transportation, including 2-wheeled and 4-wheeled motorized vehicles. Grab company is just a technology company that makes an application for its own vehicle. in Indonesia in a vehicle after joining PT Grab Indonesia. Grab or previously known as GrabTaxi is a company originating in Singapore that serves transportation provider applications and is available in six countries in Southeast Asia, namely

Malaysia, Singapore, Thailand, Vietnam, Indonesia, and the Philippines. Grab has a vision to revolutionize the taxi industry in Southeast Asia, so that it can provide security and convenience for vehicle users throughout Southeast Asia. Grab is the leading vehicle ordering platform in Southeast Asia. Grab is addressing a number of crucial transportation challenges and realizing transportation freedom for 620 million people in Southeast Asia. Grab started as a taxi ordering application in 2012, which later developed a platform for people to pick up and drop off.

PT GO-JEK Indonesia is a transportation service provider company that uses an application that uses a motorcycle taxi fleet spread across almost all parts of Indonesia. PT GO-JEK Indonesia was founded by a Nadiem Makarim, who graduated from high school in Singapore, from Singapore he then continued his education majoring in International Relations at BrownUniversity. The company was founded in 2011. The head office is located on Jl. KemangTimur No. 15, Mampang Prapatan. City of South Jakarta, Special Capital Region of Jakarta 12730. As many people already know and have tried a lot to use GO-JEK, public demand for GO-JEK services is getting more and more everywhere, now GO-JEK has branch offices in every area. PT GO-JEK Indonesia has reached 650,000 people with the growth of ojek drivers reaching 10,000 people who join.

Maxim is a Russian company that has been established since 2003. Maxim itself has entered Indonesia in 2018. In 2014, the company expanded its business by opening branches in several countries such as Ukraine, Kazakhstan, Georgia, Bulgaria, Tajikistan, Belarus, Azerbaijan, and Italy.

3.2.2 vision and mission to company

Grab: Vision and mission of the company

Vision

Grab's vision is to “be at the forefront of Southeast Asia” by solving existing transportation problems and providing easy mobility to 620 million people in Southeast Asia every day.

Mission

a. Make the most secure transportation platform.

b. Make everyone can access good transportation services.

c. Improve the standard of living of Grab partners.

GO-JEK:

vision: Help improve transportation structure in Indonesia, provide convenience for the community in carrying out daily work such as sending documents, daily shopping, using courier facilities, and contributing to the welfare of motorcycle taxi drivers in Jakarta and Indonesia in the future.

mission:

1. To be the safest service provider in Southeast Asia.

2. Provide services that are easily accessible to many people.

3. Improve the lives of partners, both drivers and passengers

3.3 Identification of Research Variables

Variables are quantities that can change and have an effect on an event or a research result. The variables itself will make it easier for you to analyze or recognise relevant problems. Cresswell (2009) variable sendiri adalah suatu atribut dari individu yang diamati dan diukur oleh orang yang sedang melakukan sebuah penelitian. There are several types of variables in a study that are composed of several components, like treatment, factors, and attributes, that must be studied and even drawn from the results of an assessment of a study. F.N Kerlinger (2002) provides a definition of a variable. Where variable is a concept that has a value and has been changed.

Rangkuti, Freddy. (2002)argues that a variable is a concept that has value and in which the value consists of 4 data, namely scale, ratio, ordinal, internal and nominal. Sugiyono (1999) is one form of what a researcher makes so as to produce information from which conclusions can be determined. The variables used in this research are variable quality of Challenge Stressor (X1) and Job Demand (X2) as independent variables; Creativity (Z) as an interviewing variable and Work Engagement (Y) as the dependent variable on job Demand.

1. Independent Variable (X)

   Siregar (2013), the independent variable is a variable that causes or affects other variables (dependent variable). The independent variable is the variable that causes or affects the dependent variable (Umar, 2003). The independent variables used in this study are experience and character.

2. The dependent variable is the dependent variable which is influenced by the presence of independent variables (Umar, 2003). The dependent variable in this study is the quality of work (Y)
3. Intervening or mediating variables are variables between variables independent and dependent, and they mediate the effect of the variable independent of the dependent variable (Creswell, 2009). Intervening variables are variables that are located between the independent and dependent variables, so that the dependent variable is not directly affected by the independent variable.

3. 4 Operational Definition of Variables and Research Indicators

3.4.1 Creativity (Y)

The operational definition of the creativity variable is the definition presented by Semiawan (2009), namely, the level of employees' ability to create new ideas or ideas to complete tasks and problems at work. Creativity from the point of view Utami Munandar (1983) defines Creativity as the ability to create new things that can develop and can be a good and interesting idea for every human being.

A population to be researched contains a part or proportion known as self. so that a population already exists for the sample. Sekaran and Bougie (2009) contend that the sample is a subset of the population from which a number of individuals will be chosen. This study will use 135 online motorcycle taxis as its sample, with a total variable indicator of 27 indicator pieces divided by five (27x5=135). With this amount, it can be said that the population of online motorcycle taxi drivers, who serve as research samples, is represented.

Fluency is the ability to generate many ideas, answers, problem-solving, or questions. Flexibility is the ability to propose various solutions or approaches to a problem. Originality refers to the uniqueness of any given response, so that the response that is raised is unusual, unique, and rare. Elaboration is describing everything in detail. The instruments used in this study consisted of questionnaires, interviews, and creative product designs.

Work Engagement (Z)

Work engagement is an individual's psychological condition that involves cognitive, emotional, and behavioral elements that are marked by the spirit, dedication, and full involvement in the work carried out. Work engagement is measured using UWES

Utrecht Work Engagement Survey (Schaufeli, W. B., & Bakker, A. B, 2003) based on three dimensions, namely the spirit (vigor), dedication (dedication) and absorption (absorption). The higher the score obtained, the higher the work engagement in the subject, and the lower the score obtained, the lower the work engagement. The scale is adapted from UWES (Utrecht Work Engagement Survey (Schaufeli, W. B., & Bakker, A. B. 2003) based on three dimensions, namely the spirit (vigor), dedication (dedication) and absorption (absorption). The measurement instrument consists of 17 statement items with a Likert scale (1-5) namely (1) 37 never, (2) sometimes (1-3 times a month), (3) often (1 time a week), (4) Very often (several times a week), (5) always (every day).

Work Engagement from the point of view Robbin and Judge (2008) stated that work engagement is an individual's involvement, satisfaction, and enthusiasm with the work done.

Work Engagement is measured by indicators Elmi (2013):

1). Ready to dedicate yourself to profession.

2). Want to think of a new way of working to work well.

3). Have passion at work.

4). Willing to motivate yourself to achieve success.

5). Willing to work extra hard.

6). Attempts to improve performance without reward.

7). Work is a source of pride.

8). Want to work completely and thoroughly.

9). Ready to devote one's soul to work.

3.4.3 Challenge stressor(X1)

Challenge stressors can arouse better motivation, thus leading to better performance (Lepine, 2010). According to Podsakoff El Al (2007) Challenge Stressors are considered as positive job

satisfaction will cause more tension because of increasing businesses related to the assessment of demands to overcome problems. According to Cavanugh et al. (2000) there are 2 indicators of challenge stressors:

a. Work Overload is the magnitude of a demand for the role of a job and the feeling that there are many things that must be done and not enough time to do it.

b. Job Responsibility is the number of responsibilities in the work that must be carried out as best as possible.

3.4.4 Job Demand(X2)

Job demands refer to physical, psychological, social, or organizational aspects of work, require ongoing physical and psychological abilities and are associated with certain costs Bakker and Demerouti (2007). Job demands are not seen as something that is always detrimental, but when the demands of work exceed the capabilities of the employee, the employee will run out of energy and result in burnout and other health problems Bakker, et al. (2003). Job demands trigger psychological fatigue. Job demands are aspects related to work stress and sources of workload Mikkelson, A, Ogaard, T, & Landbergis, P. (2003). Meanwhile, according to Tooren et al. (2011), job demands are task demands that require innovation to complete complex work with clients. Bakker et al. (2003) divided the category of job demands into three dimensions, namely:

A. Work overload Work overload is divided into quantitative overload and qualitative overload. Quantitative overload occurs when the workload that must be completed exceeds the ability of the employee, which is called "having too much to do". Due to the limited time to complete a lot of work. Based on this description, work overload is the burden of demands experienced by employees in large numbers with limited completion time or the quality of complex work exceeds existing resources.

B. Emotional Load Emotional reactions can be caused by a lot of workload and conflicts with other parties. According to Wharton, AS dan Rebecca J. Erickson. (1993) when the emotional burden of completing work at work increases, cognitive dissonance arises and causes employees to experience distress.

C. Cognitive load Cognitive load, Sweller (1994) is a burden that overwrites memory in thinking, solving problems and using other thinking power. The burden is in the form of the need for

concentration, memory accuracy, or continuous attention. Increased memory load, decreased performance and difficulty resulted in reduced information from short-term memory (Barrouillet, P. et al., 2007). Job demand, which can cause employees to be burdened with increasing demands, even more so that it requires individuals to be able to add to their business in completing work.

3.5 Population and Research Sample

3.5.1 population

In a study, the selected population has a close relationship with the problem under study. Population or un verse is the total number of units of analysis whose characteristics will be predicted, Singarimbun, Masri dan Sofian Effendi (1989). The population in this is the workforce at eating, namely Grab, Go-Jek, Maxim**.**

3.5.2 Sample Research

The sample is part of the population elements to be studied. The basic idea of sampling is that by selecting parts of the population elements, conclusions about the entire population are expected to be obtained, Cooper & Pamela (2001). Sugiyono (2015) sample

A population to be researched contains a part or proportion known as self. so that a population already exists for the sample. Sekaran, U & Bougie, R. (2009) contend that the sample is a subset of the population from which a number of individuals will be chosen. This study will use 135 online motorcycle taxis as its sample, with a total variable indicator of 27 indicator pieces divided by five (27x5=135). With this amount, it can be said that the population of online motorcycle taxi drivers, who serve as research samples, is represented. The economical advantage of sampling is that it costs less and provides faster results. The research respondents consisted of 120 Grab,Go-Jek,Maxim.

3.5.3 Convenience Sampling

According to Ismiyanto (2003), population is the entire subject or the totality of research subjects which can be; person, object, thing in which it can be obtained and or can provide research information (data). The population that will be used in this study is Delivery Online. The sampling method in this study is non-probability, namely convenience sampling. According to Sugiyono

(2015), convenience sampling is a method of determining a sample by selecting samples freely at the will of the researcher. This sampling method was chosen to facilitate research implementation on the grounds that the respondents used were Delivery Online who had not used the mobile payment service and students who had used the mobile payment service. According to Hair, Ringle, and Sarstedt (2011), the minimum number of samples in the study is 10 times the highest number of indicators from one of the variables. So the calculation of the minimum number of samples in this study is as follows:

N = The highest number of indicators X 10

= 5 X 10

= 50 samples Based on the calculation above, the minimum sample in this study is 50 samples.

3.6 Types of Data and Data Collection Techniques

3.6.1 Type of Data

1. Primary Data

The definition of primary data according to Sugiyono (2015) is a data source that directly provides data to data collectors. Primary data were obtained from distributing questionnaires to employees in Grab, Go-Jek, Maxim in Pontianak who were willing to become respondents and filled out questionnaires.

2. secondary Data The definition of secondary data according to Sugiyono (2015) is a data source that does not directly provide data to data collectors, for example through other people or through documents.

3.6.2 Data collection technique

Data collection techniques using a questionnaire to the Grab, Go-Jek, Maxim in Pontianak who are willing to become respondents and fill out the questionnaire. The definition of a questionnaire according to Sugiyono (2015) is a data collection technique carried out by giving a set of questions or written statements to respondents to be answered. The distribution of the questionnaire will be done online in the form of a google form. The measuring instrument used in

this study is a scale between 1 and 5, because this figure is considered the most familiar to Indonesians. This study uses a questionnaire which is then filled out by the respondent. Each person who gets a questionnaire must fill out and be asked to provide their opinion and views on the questions asked. The answers to each question consisted of five categories from strongly disagree to strongly agree with the following scores: 1 = Strongly Disagree; 2 = Disagree; 3 = Undecided; 4 = Agree; 5 = Strongly Agree. The Likert scale is a scale that can be designed to test how much the respondents agree with the statements given using a scale of 1-5 (five) points Sekaran, U & Bougie, R. (2009).

By making it easier for the respondents to fill out the questionnaires that have been made, the authors distribute the questionnaires online more effectively and efficiently. This data collection itself takes a range of 1 to 2 months.

The next thing that the author or researcher does is to ask members of online motorcycle taxis who are still active to spread the questionnaire link (google form link) to friends. Driver online for distribution is carried out through social media (Facebook and Whatsapp groups). In addition to asking for help from online drivers to fill in data via social media, researchers also went directly to where online motorcycle taxi drivers gathered and spread the questionnaire link to Whatsapp online motorcycle taxi drivers. Finally, the researchers checked the results of the questionnaire that had been displayed on the Google Sheet form to see whether the number of respondents who had filled out the questionnaire had been fulfilled or not.

To make an online questionnaire, researchers must first create a framework to make the process easier.

3.7 Research Instrument Test

3.7.1 Validity test

Ghozali (2009) explains that the validity test is used to measure whether a questionnaire is valid or not. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire. The validity was tested using the corrected item total correlation, namely by correcting the total score obtained by adding up all the scores of the questions. Ghozali (2009) says that this is a validity test, something to measure the validity of existing data. The questionnaire itself can be said to be valid if the statement is able to explain, according to what is measured by the respondent.

$$r_{xy} = \frac{N \sum XY (\sum X)(\sum Y)}{\sqrt{\{N \sum X^2 - (\sum X)^2\}\{N \sum Y^2 - (\sum Y)^2\}}}$$

Information:

rxy: Coefficient of validity

N: Number of samples

X: Comparison value

The criteria for testing the validity of this instrument are: Determine the probability value (sig) at a value of 0.05 (5%).

a. Probability (Sig) Alpha, a reliable instrument

b. probability (Sig) > Alpha, the instrument is not valid. description rix is the total item correlation coefficient; i is the item score; x is the total score; and n is the number of subjects.

A statement is declared valid if:

1. There is a positive correlation between item scores and total scores.

2. A maximum P of 0.05 and an r count > r table value. Items that do not meet two conditions or only meet one condition are declared invalid or invalid.

For the validity technique, the researcher will use CFA (Confirmatory Factor Analysis), according to Ghozali (2013), which is a multivariate analysis model to test and confirm the hypothesized model. The hypothesis can be 1 or more latent variables, and followed by 1 or more indicator variables.

Ghozali (2013) shows that measuring data validity can be done in 2 ways, as follows:

1. The first is to do a correlation between each question item and the total score and variables.

2. The second is to carry out bivariate correlation for each indicator score and construct score.

According to Sugiyono (2015), there are 3 types of validity tests:

1. Content Authenticity

This shows the extent to which questions, tasks, or items are carried out on a test and are representative of all and proportional to the behavior of the test sample.

2. Validity of Constructs

To find out the validity of the question, how many tests can be measured according to a particular concept.

3. Validity Based on Criteria

conducted in accordance with the criteria, both internally and externally.

3.7.2 Reliability Test

According to Sugiyono (2015) the reliability test is a test used to adjust the accuracy of a measure or measuring device for its reliability. A measure or measuring instrument that can be trusted must have high reliability. Cronbach's alpha can be used whether it has a reliable result or not. If the cronbach alpha is greater than 0.60, it can be said to be reliable.. Reliability test shows an understanding that the instrument can be trusted enough to be used as a data collection tool, because the instrument is good. The reliability test in this study used Alpha Cronbach's. Data processing was assisted by the SPSS 20 application program.

$$\alpha = \frac{k}{k-1}\left(1 - \frac{\sum \quad S^2 j}{S^2 x}\right)$$

Information :

α = alpha reliability coefficient

k = number of items

Sj^2 = variance of respondents for item I

Sx^2 = total score variance

3.8 Data analysis method

3.8.1 Classic assumption test

Ghozali (2015) explains that the use of multiple regression analysis models is tied to a number of assumptions and must fulfill the classical assumptions underlying the model.

1. Normality Test

Ghozali (2015) explains that the normality test aims to test whether the data is normally distributed / not. Performed with Kolmogorov-Smirnov statistics on unstandardized regression residuals. Data is said to be normal if the Kolmogorov-Smirnov probability (sig) value is> 0.05 Ghozali (2015).

2. Uji Heteroskedasticities

Ghozali (2015) explains that the heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another. If the residual variance from one observation to another is constant, it is called homoscedasticity and if it is different it is called heteroscedasticity.

3. Uji Multicollinearities

Ghozali (2015) explains that the multicollinearity test aims to test whether the regression model found a correlation between independent (independent) variables. A good regression model should not have a correlation between the independent variables. The method used to detect multicollinearity is through tolerance value and VIF (Variance Inflation Factor). If the tolerance value 0.1 and VIF $\leq$ 10, multicollinearity does not occur (Ghozali, 2015).

3.8.2 Linear Regression Analysis

1. Multiple Linear Regression

Analysis Regression analysis is basically a study of the dependence of the dependent (dependent) variable with one or more independent (free) variables with the aim of estimating and / or predicting the population average or the average value of the dependent variable based on the known value of the independent variable (Ghozali, 2015). Multiple linear regression analysis in this study was calculated using a computer using the Statistical Product and Service Solutions (SPSS) program. Multiple linear analysis is used to test more than one independent variable on one dependent variable. Multiple linear regression model is an equation that describes the relationship between two or more independent variables/ predictors (X1, X2,…Xn) and one

dependent variable/response (Y). The purpose of multiple linear regression analysis is to predict the value of the dependent variable/response (Y) if the value of the independent variables/ predictor (X1, X2, ..., Xn) is known. Besides that, to find out the direction of the relationship between the dependent variable and the independent variables.

$WE = a + b_1CS + e$

$Creativity = a + b_2Cs + e$

$Work\ Engagement = a + b_3JD + e$

$Creativity = a + b_4JD + e$

$Creativity = a + b_5WE +$

$Creativity = a + b_6Cs + b_7WE + e$

$Creativity = a + b_8JD + b_9WE + e$

The multiple linear analysis formula is:

$Y = a + b_1X_1 + b_2 X_2 + \ldots + b_n X_n$

Information :

Which one :

Y = dependent variable (value to be predicted)

a = constant

$b_1, b_2, .., b_n$ = regression coefficient

$X_1, X_2, \ldots, X_n$ = independent variable

3.8.3 Hypothesis Test

1. Significant Test for Individual Parameters (t test) The t test is used to determine the effect of each independent variable on the dependent variable (Widjarjono, 2010).

a. Formulate a hypothesis

H_0:$\beta_i = 0$ this means that partially the independent variable does not have a significant effect on the dependent variable.

H_1:$\beta_i \neq 0$ The independent variable partially has a significant effect on the dependent variable.

a. Determine the level of significance at 0.05.

b. Making Decisions (with a significance value)

1. If the significance value> than 0.05, then H0 is accepted and H1 is rejected.

2. If the significance value.

2. Simultaneous Significance Test (Test F)

According to Kuncoro, M (2009), the F test is used to test the significance of the effect of the independent variables simultaneously on the dependent variable. a. Formulate a hypothesis.

H0: All independent variables do not have a significant effect simultaneously on the dependent variable H1: All variables have a significant effect simultaneously on the dependent variable b. Determine the level of significance (r), which is 0.05. c. Making Decisions (with a significance value)

1) If the significance value is> than 0.05, then H0 is accepted and H1 is rejected.

2) If the significance value.

3. Coefficient of Determination (R2)

The coefficient of determination (R2) is intended to determine the best level of accuracy in regression analysis where it is shown by the magnitude of the coefficient of determination (R2) between 0 (zero) and I (one). The coefficient of determination (R2) of zero independent variables has absolutely no effect on the dependent variable. If the coefficient of determination is getting closer to one, it can be said that the independent variable has an effect on the dependent variable.

3.8.4 Analysis Baron dan Kenny

According to Baron, R.M.; Kenny, D.A (1986), the mediating variable is a variable that can be measured directly or with an operational definition entirely derived from empirical findings and can be statistically analyzed to show the ability to mediate the relationship between independent

variables and dependence. Mediating variable analysis is used to analyze variables that represent generative mechanisms through independent variables that can influence the desired dependent variable. The research model with mediation according to Baron, R.M.; Kenny, D.A (1986) is as follows:

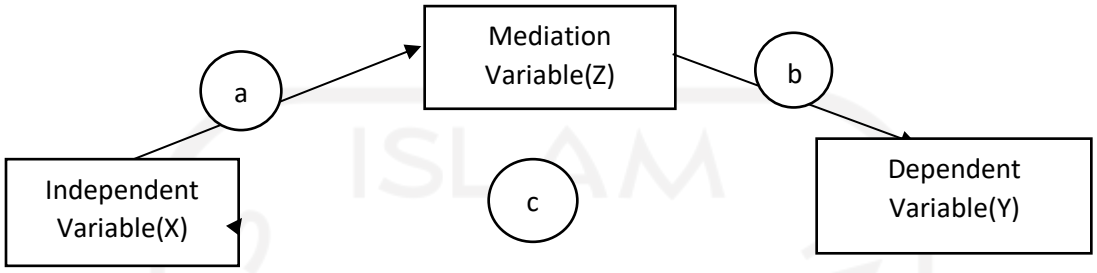


Figure 2.1 Mediation Analysis Model

The picture above shows the direct effect and indirect effect between the independent variable (X) on the dependent variable (Y) through the mediating variable (Z). Indicator a is the regression coefficient of the independent variable (X) to the mediating variable (Z). Indicator b is the regression coefficient of the mediating variable (Z) to the dependent variable (Y). While the indicator c' is the regression coefficient of the independent variable (X) to the dependent variable (Y) by controlling it. Thus, it can be concluded that the indirect effect is found in the coefficients a and b, while the direct effect is shown by the coefficient c'. Below are the stages of analysis according to Baron & Kenny's (1986) mediating analysis model:

1. Determine the regression equation for the independent variable (X) to the dependent variable (Y). The result of this regression is the coefficient of c and the results can be said to be significant if the p value <0.05.

2. Determine the regression equation for the independent variable (X) to the mediating variable (Z). The result of this regression is a coefficient and the results can be said to be significant if the p value <0.05.

3. Determine the regression equation of the independent variable (X) to the dependent variable (Y) through the mediating variable (Z). The results of this regression are the coefficients b and c'. The

results can be said to be significant if the value of the coefficient b is $p < 0.05$ and the value of the coefficient c ' is expected to be insignificant with a level of $p > 0.05$.

4. Setting conclusions Variable Z can be called a mediating variable if it meets the following criteria:

a. X significantly affects Y 74 This means that path c has a significant result with a p value < 0.05

b. X significantly affects Z. That is, path a has a significant result with p value < 0.05 c. Z significantly affects Y This means that path b has a significant result with a p value < 0.05. To find out the mediation relationship is partial or perfect, the coefficient value is used

c'. If the coefficient c' is not significant ($p > 0.05$), then perfect mediation occurs. However, if the coefficient c' is significant ($p < 0.05$), then partial mediation occurs.

3.8.5 The Mediation Effect Test

Developed a procedure to test the effect of mediation, which later became known as the Sobel test. The Sobel test itself can be used as a mediating effect test in the research to be carried out. The Sobel test itself is carried out by means of the level of indirect influence of the independent variable on the dependent variable through the mediating variable itself. In a mediating effect, the goal is to see if there is a significant thing from a related variable, and according Baron, R.M.; Kenny, D.A (1986), a variable can be said to be mediating if there is an effect on the dependent variable. And according to Baron & Kenny, they also explained the stages or procedures regarding mediation, namely: According to Baron and Kenny (1986), there are several criteria that can be used to determine whether there is a mediation effect in a relationship:

1. the independent variable must have a significant effect on the mediator variable. An example in this study is the variable work engagement on creativity.

2. the mediator variable must have a significant effect on the dependent variable. Examples in this study are the challenge stressors and job demand variables on work engagement.

3. The independent variable must have a significant effect on the dependent variable. This research shows the challenge stressors and job demand variables affect creativity.

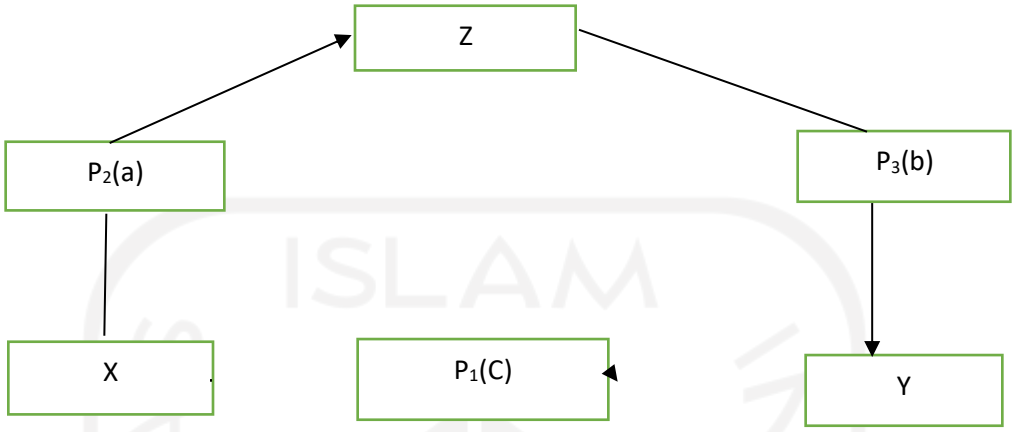


Figure 3.1 Sobel test

Source: Ghozali (2016)

Information:

X = Challenge stressor and Job demand (Independent Variable)

Z = Work Engagement (Mediation Variable)

Y = Creativity (Dependent Variable)

P1 (c') = Coefficient of influence of the independent variable on the dependent variable

P2 (a) = Coefficient of influence of independent variable mediating variable

P3(b) = Coefficient of influence of the mediating variable on the dependent variab

CHAPTER IV

4. 0 DATA ANALYSIS AND DISCUSSION

This research discusses "The Influence of Challenge Stressors and Job Demand on Creativity Mediated by Work Engagement". In the research conducted, namely by means of questionnaires that were distributed directly to the bases for online motorcycle taxi drivers and also on social media (Facebook Group for online motorcycle taxi drivers), Sugiyono (2016), where one variable requires a minimum of 10 respondents, said that this research would require a minimum of 50 respondents, but the researcher targeted 100–150 respondents. This questionnaire was filled out by 120 online motorcycle taxi drivers. And the data collection technique carried out by the researcher uses SPSS version 22 software.

4.1 Descriptive Analysis

Transcribed analysis is an analysis by detailing and explaining the interrelationship of research data in the form of sentences. In this section researcher described the results of a cryptic analysis that covers the characteristics of respondents including the gender of respondents, the age of respondents, the marriage status of respondents,

4.1.1 Respondents' Gender

Research questionnaire data that has been collected as many as 120 respondents, obtained data regarding gender.Based on the gender of respondents that was divided into two groups, male and female, the respondent gender is shown in table 4.1.

Table 4.1 Respondents' Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	104	86,7	86,7	86,7%
	Female	16	13,3	13,3	100,0%
	Total	120	100,0	100,0	

(Source: primary data imported from SPSS 22, 2022)

From table 4.1 it is known that male respondents in this study were amounted to 104 respondents or 86.7 percent. While the female respondents were 16 people or 13.3 percent. From these data, it can be concluded that the majority of online drafters are 86.7 percent male.

4.1.2 Age of Respondents

The study also grouped respondents by age by distinguishing respondents in several age groups. The results of the respondent's age grouping are as table 4.2.

Table 4.2 Age of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<20	15	12,5	12,5	12,5
	21-30	76	63,3	63,3	75,8
	31-40	16	13,3	13,3	89,2
	41-50	11	9,2	9,2	98,3
	51-60	2	1,7	1,7	100,0
	Total	120	100,0	100,0	

(Source: primary data imported from SPSS 22, 2022)

1= < 20
2= 21 - 30
3= 31 - 40
4= 41 - 50
5= 51 - 60

From table 4.2, it can be seen that respondents in this are seen that most of the respondents aged 21 to 30 years are 76 people or 63.3 percent. From these data, it can be concluded that the majority of online drivers are 21 to 30 years old, amounting to 63.3 percent.

4.1.3 Marriage Status of Respondents

The next grouping of respondents is marriage status of respondents. The results of the respondent's last educational grouping were as table 4.3.

Table 4.3 Marriage Status of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	86	71,7	71,7	71,7
	Married	34	28,3	28,3	100,0
	Total	120	100,0	100,0	

(Source: primary data imported from SPSS 22, 2022)

From table 4.3, it is known that most respondents in this marriage status of respondents It can be seen that the majority of respondents were single as many as 86 people or 71.7 percent.

4.1.4 Educational Background.

Researcher also grouped respondents by their educational background. The results of the respondent's educational background show at table 4.4.

Table 4.4 Respondents Educational Background

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	senior high school or Vocational High School	84	70,0	70,0	70,0
	Diploma /Vocational	12	10,0	10,0	80,0
	Bachelor (S1)	23	19,2	19,2	99,2
	Others (junior high school)	1	,8	,8	100,0
	Total	120	100,0	100,0	

(Source: primary data imported from SPSS 22, 2022)

From table 4.4, it is known that most respondents in this can be seen that most of the respondents have a SMA or SMK education level of 84 people or 70.0. From these data it can be concluded that the majority of Ojek Online are SMA/SMK.

4.1.5 Length of time working as a driver

Researcher also grouped respondents by their Length of time working. The results of the respondent's Length of time working show at table 4.5.

Table 4.5 Respondents Working Period

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 1	45	37,5	37,5	37,5
	1 – 3	54	45,0	45,0	82,5
	4 – 7	21	17,5	17,5	100,0
	Total	120	100,0	100,0	

(Source: primary data imported from SPSS 22, 2022)

From table 4.5, it is known that most of the respondents' working periods in this study were around 1 to 3 years. They worked as online drivers with a total of 54 respondents, or

45.0% of the total respondents, and worked as online drivers for 1 year with a total of 45 respondents, or 37.5%.

4.1.6 Main Profession Work.

Table 4.6 Respondents of profession work.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	49	40,8	40,8	40,8
	No	71	59,2	59,2	100,0
	Total	120	100,0	100,0	

(Source: primary data imported from SPSS 22, 2022)

From table 4.6, a respondent's characteristic is based on whether the driver is the respondent's permanent job. If seen from the table above, most of the respondents who filled out the questionnaire data did not work permanently as drivers, with a total of 71 people, or 59.2 percent, while those who became permanent employees were 49 people, or 40.8 percent.

4.1.6 Respondents of the type of Transportation

Table 4.7
Respondents of the type of Transportation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Go-Jek	44	36,7	36,7	36,7
	Grab	39	32,5	32,5	69,2
	Maxim	33	27,5	27,5	96,7
	Shopee Food	2	1,7	1,7	98,3
	Other	2	1,7	1,7	100,0
	Total	120	100,0	100,0	

(Source: primary data imported from SPSS 22, 2022)

Based on Table 4.1.7 is a characteristic of respondents based on the online Ojek Platform. If seen from the picture above, most of Go-Jek who filled out the questionnaire data in this research were 44 or 36.7 percent, then for Grab as many as 39 people or 32.5 percent, Maxim 33 people and 27.5 percent, Shopee Food as many as 2 people or 51.7 percent, and the other 2 respondents. So the conclusion we get is that the average online motorcycle taxi is Go-Jek.

4.1.7 Income

4.8 Table Respondent Income

	Frequency	Percent	Valid Percent	Cumulative Percent

Valid	Less than Rp 1.000.000	45	37,5	37,5	37,5
	Rp 1.000.000 - Rp 3.000.000	62	51,7	51,7	89,2
	Rp 3.000.000 - Rp 5.000.000	12	10,0	10,0	99,2
	More than Rp 5.000.000	1	,8	,8	100,0
	Total	120	100,0	100,0	100,0

(Source: primary data imported from SPSS 22, 2022)

Based on Table 4.8 is a characteristic of respondents based on income. If seen from the table above, most of the income of the drivers who filled out the questionnaire data was the most dominant, namely income of Rp. 1,000,000 - Rp. 3,000,000 consisting of 62 people who filled in and 51.7 percent.

4.2 Respondents 'Assessment of Research Variables

Based on the data collected, researcher inputted research variables consisting of Challenge stressor and Job demand on the Creativity through Work Engagement. Assessment criteria used Scale Intervals with the formula:

$$\frac{\text{Ideal Maximum Value - Ideal Minimum Value}}{\text{Interval Class}}$$

So, the interval in the study is = ((5-1)/5) =0.8

Table 4.9 Interval scale criteria

Range	Description
1 - 1.8	Very low
1.81 - 2.6	Low
2.61 - 3.4	Currently
3.41 - 4.2	High
4.21 - 5.00	Very High

4.2.1 Descriptive Analysis of Challenge Stressor Variables (X)

The following shows the respondent's assessment of the Challenge stressor variable in the online driver, which can be seen in Table 4.16

Table 4.2.1

Distribution of Respondents' Answers About Challenge Stressors

No	Statement	Mean	Category
1	I don't have enough time to finish all this work.	3.15	Currently
2	This workload weighs on my work.	2.58	High
3	I have to work very hard for this job.	3.81	High
4	I have to work really fast for this job.	3.87	High
5	I feel a high personal responsibility towards this job	4.21	Very High
6	I feel I should have more responsibility for this job.	4. 05	High
7	This work is completed well or not will remain my responsibility.	4.10	High
8	It is very difficult for me to care whether this work can be done well or not	2.93	Currently
	Mean Total *Challenge Stressors*	3,59	High

If seen from the table above, the respondents' assessment of the Challenge Stressors (X) variable has an average score of 3.59 (Good) in accordance with the interval 3.43 to 4.23 For the Challenge Stressor section, the highest score is in indicator number 5 (I feel a high personal responsibility for this work) with a score of 4.21. With these results, it can be concluded that online motorcycle taxi drivers in almost all of Indonesia with all digital platforms (Go-Jek, Grab, Maxim, Shopee Food) have **Very High** personal responsibilities.

4.2.2 Descriptive Analysis of Job demand Variables

The following shows the respondent's assessment of the Job Demand variable on the online driver, which can be seen in Table 4.16

Table 4.2.2

Distribution of Respondents' Answers About Job Demand

No	Statement	Mean	Category
1	-I have to work fast	3.97	High
2	-I have a lot to do for this job.	3.85	High
3	-I have a lot to do for this job.	3.89	High
4	-I work under time pressure/fast paced.	3.24	Currently
5	-I do this job very casually (R	2.46	Low
6	-I often face activity that accumulates at this job.	3.08	Currently
	Mean Total Job Demand	3,41	High

If seen from the table above, the respondent's assessment of the Job Demand Variable (X) has an average score of 3.89 (Good) in accordance with the interval 3.43 to 4.23 For the Job Demand section, the highest score was in indicator number 3 (I had to work extra hard to complete this job.) with a score of 3.89. With these results, it can be concluded that online motorcycle taxi drivers in almost all of Indonesia with all digital platforms (Go-Jek, Grab, Maxim, Shopee Food) have to work extra hard.

4.2.3 Descriptive Analysis of Work Engagement Variables

Table 4.2.3

No	Statement	Mean	Category
1	-In this job, I feel full of energy.	3.86	High
2	-In this job, I feel strong and passionate..	3.92	High
3	-In this job, I feel strong and passionate.	3.85	High
4	-This work inspires me.	3.65	High
5	-When I wake up in the morning, I like to go to work.	3.83	High
6	-I am happy when I do this work often.	3.95	High
7	-I'm proud of the work I'm doing.	3.96	High
8	-I feel very attuned to this job.	3.74	High
9	-I often get caught up in this work atmosphere.	3.56	High
	Mean Total Work Engagement	3.81	High

If seen from the table above, the respondents' assessment of the Work Engagement Variable (X) has an average score of 3.96 (Good) in accordance with the interval 3.43 to 4.23 For the Work

Engagement section, the highest score is in indicator number 3 (I am proud of the work I do.) with a score of 3.96. With these results, it can be concluded that online motorcycle taxi drivers in almost all of Indonesia with all digital platforms (Go-Jek, Grab, Maxim, Shopee Food) are online drivers who are proud of their work and are not ashamed of their work even though they are only online drivers.

4.2.4 Analisis deskriptif Variabel Creativity

Tabel 4.2.4

No	Statement	Mean	Category
1	I take advantage of new opportunities and ways of getting things done.	3.99	High
2	I am looking for new ideas and ways to solve work problems	4.00	High
3	I generate new executable ideas in work.	3.95	High
4	I generate new executable ideas in work.	3.92	High
5	I present original ideas at work.	3,92	High
	Mean Total *Creativity*	3.95	High

If seen from the table above, the respondents' assessment of the Job Demand Variable (X) has an average score of 4.00 (Good) in accordance with the interval 3.43 to 4.23 For the Job Demand section, the highest score is in indicator number 3 (I am looking for new ideas and ways to solve work problems.) with a score of 4.00. With these results, it can be concluded that online motorcycle taxi drivers in almost all of Indonesia with all digital platforms (Go-Jek, Grab, Maxim, Shopee Food) must find ideas so that many customers are comfortable with online driver service.

Recapitulation of Descriptive Characteristics of Research Variables

No	**Variabel**	***Mean***	**Kategori**
1	*Challenge Stressors (X)*	3,59	High
2	*Job Demand (X_1)*	3,41	High
3	Work Engagement *(Z)*	3.81	High
4	*Creativity (Y)*	3.95	High

4.3 Validity and Reliability Test Results

4.3.1 Validity Test

Validity test is used to measure the validity or validity of a questionnaire. An instrument or questionnaire is said to be valid if the questions on the instrument or questionnaire are able to reveal something that will be measured by the questionnaire (Ghozali, 2018) For the validity test itself, it is carried out on Challenge Stressors, Job Demand, work engagement, Creativity.

No	**Variabel**	**Total**
1	*Challenge Stressors* (X)	8
2	*Job Demand*(X_1)	6
3	Work Engagement (Z)	9
4	*Creativity* (Y)	4
Total Questions		27

The validity test in the research used is CFA (Confirmatory Factor Analysis). For the questions themselves, there are 27 questions. However, after testing using CFA (Confirmatory Factor Analysis) it turned out that some of these 26 questions did not meet the requirements. Thus, in the end, some research questions were omitted in the questionnaire, including (CS1, CS2, CS3, CS8, JD1, JD5, WE1) so that there were 15 research questions, and the validity itself was measured using an intercorrelation measuring instrument with the Kaiser- Mayer-Olkin Measure of Sampling Adequacy (KMO MSA) and Bartlett's test. And the following is an analysis table for the validity of the KMO and Bartlett's Test:

Tabel 4.3.1

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		,855
Bartlett's Test of Sphericity	2183,722	1047.997
	325	105
	,000	.000

(Source: primary data imported from SPSS 22, 2022)

Total Variance Explained									
	Initial EigenValues			*Extraction Sums of Squared Loadings*			*Rotation Sums of Squared Loadings*		
No	*Total*	*%of Variance*	*Cumulative %*	*Total*	*%of Variance*	*Cumulative %*	*Total*	*%of Variance*	*Cumulative %*
1	9,750	36,113	36,113	9,750	36,113	36,113	6,216	23,021	23,021
2	3,638	13,475	49,588	3,638	13,475	49,588	4,555	16,870	39,892
3	2,456	9,098	58,686	2,456	9,098	58,686	3,328	12,327	52,219
4	1,509	5,591	64,277	1,509	5,591	64,277	3,042	11,267	63,486
5	1,103	4,086	68,362	1,103	4,086	68,362	1,317	4,876	68,362
6	0,965	3,575	71,938						
7	0,864	3,199	75,137						
8	0,798	2,955	78,092						
9	0,730	2,705	80,797						
10	0,619	2,291	83,088						
11	0,506	1,873	84,961						
12	0,457	1,693	86,653						
13	0,411	1,521	88,175						
14	0,403	1,494	89,669						
15	0,370	1,370	91,038						
16	0,341	1,262	92,301						
17	0,305	1,130	93,431						

18	0,282	1,044	94,475						
19	0,255	0,946	95,421						

(Source: primary data imported from SPSS 22.

From the results of the table analysis seen above, the KMO value > 0.50 is with a value of 0.855 so that it can meet the requirements. And what can be seen next is the value of Bartlett's Test of Sphericity with a Chi-Square of 1047,997 with a significant level of 0.000 (qualified). And for the next step, you can see from the CFA the total variance explained in the table below:

From the data above, it can be seen that SPPS is grouped into 19 indicators, namely 4 challenge stressors indicators, 3 job demand indicators, 8 work engagement indicators, and the last one is the 4 creativity indicators. For factor 1, it can be explained by 36.11%, factor 2 explains the variation of 13.47%, factor 3 explains the variation of 9.10%, and the last factor, 4, explains the variation of 5.60%. So, of the four factors, that explained the variation of 64.27% and has exceeded the figure of 50%. With this, it can be shown that all indicators and items can be extracted into predetermined factors. And this is the result of the factor before rotation:

1. Confirmatory Factor Analysis

In this research, CFA focused on internal validity which means, validity method that measure the validity of instrument based on the statistical value in each item of variable LMX and organizational commitment included in the questionnaire that has been distributed using SPSS 22 version.

Table 4.3.3 First Component Matrix Model I

Component Matrix[a]					
	Component				
	1	2	3	4	
CS01	,564	,577			
CS02					
CS03	,617				
CS04	,635				
CS05	,712				

CS06	,736				
CS07	,593	-,445			
CS08_r	-,405			,454	
JD01	,603	,497			
JD02	,599	,412			
JD03	,565	,592			
JD04					
JD05_r		, 654		,500	,598
JD06					
WE01	,699	-,406			
WE02	,732				
WE03	.777	-,411			
WE04	,717				
WE05	,704				
WE06	,750				
WE07	,745				
WE08	,692				
WE09	,649	,418			
CR01	,575	,615			
CR02	,500	,671	,405		
CR03	,474	,663			
CR04	,488				
Extraction Method: Principal Component Analysis.					

(Source: primary data imported from SPSS 22, 2022)

It will be challenging to analyze the data because it is still not grouped from the data up above. As a result, factor rotation is used to understand the factors. The table that follows shows the Varimax method's factor rotation results.

Table 4.3.4 Final Rotated Component Matrix of Model I

Rotated Component Matrix[a]				
	Component			
	1	2	3	4
CS04			,711	
CS05			,807	
CS07			,750	
JD04				,816
JD06				,879
WE02	,762			
WE03	,781			
WE04	,813			
WE05	,778			
WE06	,755			
WE07	,780			
WE08	,800			
WE09	,725			
CR01		,714		
CR02		,900		
CR03		,856		
CR04		,783		
Extraction Method: Principal Component Analysis.				

(Source: primary data imported from SPSS 22, 2022)

From the final rotated matrix table above, it has shown that the majority of items are grouped according to their respective variable and has shown a value of > 0.5. However, there are also several items that are not grouped according to their respective variables during the first factor analysis (KA1), which must be eliminated for further data analysis. SPSS output has also been set to eliminate items that have a value of < 0.5. After KA1 and KA2 have been eliminated for not being in their respective groups and KA2 not having a value of >0.5, the next factor analysis showed that all items have a value of >0.5 and are grouped according to their variable. With this it can be concluded that all four have unidimensionality so that all indicators can be said to be valid. For items that were dropped themselves, there were (CS1, CS2, CS3, CS8, JD1, JD5, WE1) on the grounds that the item in the loading factor analysis had a value of less than 0.5, where the provision is that the value that appears must be more than 0.5 to be valid.

4.3.2 Reliability Test

Reliability Test according to Ghozali (2016) is a test tool to measure the reliability of an indicator of a variable or construct. It can be said to be reliable if the answers from respondents to questions are consistent from time to time. To test the reliability in this study using Cronbach's Alpha. Cronbach's Alpha value > 60% or greater than 0.60 then the indicators of each variable can be declared reliable.

Table 4.3.5 Reliability Test Results

NO	Pernyataan	Cronbach's Alpha	Sig.	Keterangan
1	CS	,786	>0,60	Reliabel
2	JD	,757	>0,60	Reliabel
3	WE	,929	>0,60	Reliabel
4	CR	,876	>0,60	Reliabel

Based on the table above, the Cronbach's Alpha value of all research variables is > 0.60 so it can be said that this research instrument is reliable or feasible to be used in further research.

4.3 Uji Asumsi Klasik

4.3.1 Normality test

Normality test is a test conducted to determine whether the distribution of data follows a normal distribution. Uji normalitas menurut Ghozali (2016) adalah uji yang dilakukan untuk dapat mengetahui model regresi variabel independen dan dependen berdistribusi normal atau tidak. A good regression models should have normal or near normal data distribution. The data of normality test in this study used the *Kolmogorov-Smirnov nonparametric* statistical test, which the basis for decision making is based on the probability. Researcher conducted normality test using unstandardized residual value and not raw data in

order to analyze using one sample K-S test. Thus, if the result probability is >0.05, the research data is claimed to be normally distributed. The following are the results of the normality test:

Table 4.3.6 One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		120
Normal Parameters[a,b]	Mean	,0000000
	Std. Deviation	,68132784
Most Extreme Differences	Absolute	,066
	Positive	,066
	Negative	-,035
Test Statistic		,066
Asymp. Sig. (2-tailed)		,200[c,d]
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

(Source: primary data imported from SPSS 22, 2022)

Based on the table above, it can be concluded that the processed data is normally distributed, because the significance value is 0.200. Therefore, the distribution can be said to be normal.

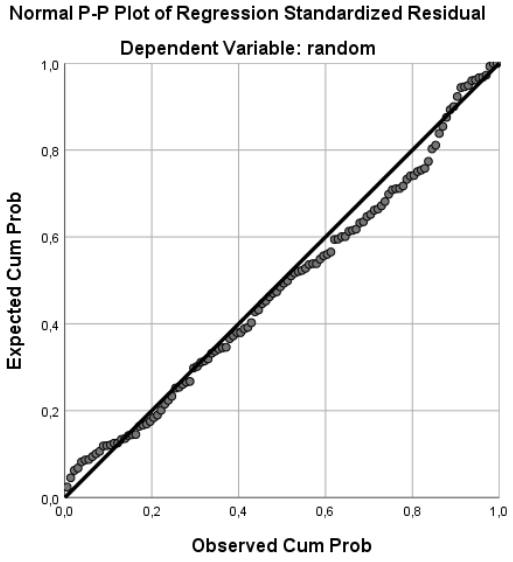


Figure 4.14 Normal Probability Plot Normality Test

Based on Figure 4.14 the normal probability plot graph can be seen that the data spreads around the diagonal line. So it can be said that this research data has a normal distribution. Based on the histogram graph in Figure 4.13 shows a normal distribution pattern, and in the normal probability plot graph Figure 4.14 the data spreads around the diagonal line and follows the direction of the diagonal line. So it can be concluded that the regression model meets the assumption of normality.

4.3.4 Multicollinearity Test

According to Ghozali (2016) the multicollinearity test aims to test the correlation between the independent variables (independent) of the regression model. A good regression should not have a correlation between the independent variables. To measure or detect the presence or absence of multicollinearity in a regression model, it can be seen from the tolerance value and variance inflation factor (VIF). The general value used to indicate that there is no multicollinearity if the tolerance value is > 0.10 or equal to VIF < 10.

Table 4.3.7 Multicollinearity Test Results

Coefficient[a]							
	Unstandardized Coefficients		*Standardized Coefficients*			*Collinearity Statistics*	
Model	B	*Std. Error*	*Beta*	*T*	*Sig*	*Tolerance*	*VIF*
(Constant)	1,381	1,887		732	,466		
CS	,222	,409	, 060	,544	,587	,660	1,515
JD	, 044	,292	, 015	,151	,880	,917	1,090
JB	,616	,468	,157	1,315	,191	,708	1,413
CR	,471	,457	,109	1, 032	,304	,827	1,312

a. Dependent Variable: Random

Based on Table 4.24, it can be seen that the tolerance value > 0.10 and VIF < 10. So it can be concluded that the regression model does not have multicollinearity problems. To facilitate understanding, a summary of the results of the classical assumption test is made which is shown in Table 4.25 below.

Table 4.26 Recapitulation of Classical Assumption Test Results

NO	Variabel	Uji Normalitas	Uji Multikolinearitas
1	Challenge Stressor	Normal	Tolerance ,544 > ,10 VIF 1,340 < ,10
2	Job Demand	Normal	Tolerance ,151 > ,10 VIF 1,340 < ,10
3	Work Engagement	Normal	Tolerance 1,315 > ,10 VIF 1,340 < ,10
4	Creativity	Normal	Tolerance 1, 032 > ,10 VIF 1,340 < ,10

4.4 Linear Regression Analysis

4.4.1 Testing Simple Linear Regression Challenge Stressor Variables on Creativity Variables ((Model I)

The results of the simple linear regression test for the challenge stressor variable on creativity can be seen in the table below as follows:

Table 4.4.1

Results of Simple Linear Regression Challenge Stressors on Creativity

Coefficients[a]					
Model	*Unstandardized Coefficients*		*Standardized Coefficients*	T	Sig.
	B	Std. Error	Beta		
(Constant)	3,077	,317		9,696	,000

Challenge Stressor	,219	,076	,256	2,882	,005
a. Dependent Variable: *Creativity*					

Source: Primary data processed, 2022

Based on the table, a simple linear regression equation can be made as follows:

$Y = a + b_1X + €$

Y = 3, 077 + 0,219+ €..... (2)

Keterangan:

Y = *Creativity*

a = Konstanta

X = *Challenge Stressor*

€ = *error*

Judging from the results of the equations in the table, it can be interpreted as follows:

1. Constant (a)

The constant value is 3,077 which shows that if there is no large increase in the challenge stressor variable, the creativity in online motorcycle taxi drivers is 3,077

2. Challenge Stressors (X)

The challenge stressor variable itself has a coefficient of 0.219 which shows a positive relationship between Challenge Stressors and Creativity, the higher the Challenge Stressor, the higher the Creativity of 0.219.

2. Results of the Multiple Coefficient of Determination (R2)

Table 4.4.1

Simple Coefficient of Determination Challenge Stressor Against Creativity

Model Summary[a]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,256[a]	0,066	0,058	0,78050
a. Predictors: (Constant), *Challenge Stressor*				
b. Dependent Variable: *Creativity*				

Source: Primary Data Processed, 2022

If seen from the table above, the coefficient of determination of the regression model with an Adjusted R Square value of 0.066 or 66 percent. And it can also be stated that 66 percent of Creativity and can be explained by the Challenge Stressors variable, while 34 percent are influenced by other variables.

4.4.2 Testing Simple Linear Regression of Challenge Stressor Variables on Work Engagement Variables.

The results of the simple linear regression test of the challenge stressor variable on Work Engagement can be seen in the table below as follows:

Table 4.4.2

Simple Linear Regression Results of Challenge Stressors on Work Engagement

Coefficients[a]					
Model	*Unstandardized Coefficients*		*Standardized Coefficients*		
	B	Std. Error	Beta	T	Sig.
(Constant*)*	1,750	,304		5,756	,000

Challenge Stressor	,507	,073	,540	6,961	,000
a. Dependent Variable: Work Engagement.					

Source: Primary data processed, 2022

Based on the table, a simple linear regression equation can be made as follows:

$Y = a + b_1X + €$

$Y = 1{,}750 + 0{,}504 + €$ ..... (2)

Description:

Y = *Work Engagement*

a = Konstanta

X = *Challenge Stressor*

€ = *error*

Judging from the results of the equations in the table, it can be interpreted as follows:

1. Constant (a)

The constant value is 1.750 which shows that if there is no increase in the challenge stressor variable, then Work Engagement on online motorcycle taxi drivers is 1.750.

2. Challenge Stressors (X)

The challenge stressor variable itself has a coefficient of 0.504 which shows a positive relationship between Challenge Stressors and Creativity, the higher the Challenge Stressor, the higher the Creativity of 0.504.

3. Results of the Multiple Coefficient of Determination (R2)

Table 4.4.2

Simple Coefficient of Determination of Challenge Stressors on Work Engagement.

Model Summary[a]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,540[a]	0,291	0,285	0,74746
a. Predictors: (Constant), *Challenge Stressor*				
b. Dependent Variable: Work Engagement.				

If seen from the table above, the results of the coefficient of determination from the regression model with an Adjusted R Square value of 0.291 or 30.0 percent. And it can also be stated that 30.0 percent of Work Engagement and can be explained by the Challenge Stressors variable, while 70.0 percent is influenced by other variables.

4.4.3 Testing Simple Linear Regression of Job Demand Variables on Creativity Variables (Model II)

The results of the simple linear regression test of the Job Demand variable on creativity can be seen in the table below as follows:

Simple Linear Regression Results Job Demand Against Creativity

Table 4.4.3

Coefficients[a]					
Model	*Unstandardized Coefficients*		*Standardized Coefficients*	T	Sig.
	B	Std. Error	Beta		
(Constant)	3,406	0,210		16,228	0,000
Job Demand	0,178	0,062	0,254	2,850	0,005
a. Dependent Variable: *Creativity*					

Source: Primary data processed, 2022

Based on the table, a simple linear regression equation can be made as follows:

$Y = a + b_1X + €$

Y = 3,406+ 0,178+ €..... (2)

Description:

Y = *Creativity*

a = Konstanta

X = *Job Demand*

€ = *error*

Judging from the results of the equations in the table, it can be interpreted as follows:

1.Constant (a)

The constant value is 3,406 which shows that if there is no increase in the challenge stressor variable, creativity in online motorcycle taxi drivers is 0.178.

2. Job Demand (X1)

The Job Demand variable itself has a coefficient of 0.178 which indicates a positive relationship between Job Demand and Creativity, the higher the Job Demand, the higher the Creativity of 0.178.

3.Result of Multiple Coefficient of Determination (R2)

Simple Coefficient of Determination of Job Demand Variables on Creativity

Tabel 4.4.3

Model Summary[a]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,254[a]	,064	,056	,78107
a. Predictors: (Constant), *Job Demand*				
b. Dependent Variable: *Creativity*				

Source: Primary Data processed, 2022

If seen from the table above, the coefficient of determination of the regression model with an Adjusted R Square value of 0.056 or 5.6 percent. And it can also be stated that 5.6 percent of creativity can be explained by the Job Demand variable, while 94.4 percent is influenced by other variables.

4.4.4 Simple Linear Regression Test for Job Demand Variables on Work Engagement Variables.

The results of the simple linear regression test of the Job Demand variable on Job Burnout can be seen in the table below as follows:

Simple Linear Regression Results of Job Demand Against Work Engagement.

Coefficients[a]					
Model	*Unstandardized Coefficients*		*Standardized Coefficients*	T	Sig.
	B	Std. Error	Beta		
(Constant)	3,516	,237		14,849	,000
Job Demand	,093	,070	,121	1,325	,188
a. Dependent Variable: Work Engagement					

Source: Primary data processed, 2022

Based on the table, a simple linear regression equation can be made as follows:

$Y = a + b_1 Z + €$

Y = 3,516 + 0,093+ €..... (2)

Description:

Z = *Work Engagement*

a = Konstanta

X = *Job Demand*

€ = *error*

Judging from the results of the equations in the table, it can be interpreted as follows:

1.Constant (a)

The constant value is 3.516 which shows that if there is no increase in the Job Demand variable, then Job Burnout on online motorcycle taxi drivers is 0.093

2. Job Demand (X1)

The Job Demand variable itself has a coefficient of about 0.093 which indicates a positive relationship between Job Demand and work engagement, the higher the job demand, the higher the work engagement of 0.093.

3.Result of Multiple Coefficient of Determination (R2)

Simple Coefficient of Determination of Job Demand Against Work Engagement

Table 4.37

Model Summary[a]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,121[a]	,015	,006	,88124
a. Predictors: (Constant), *Job Demand*				
b. Dependent Variable: Work Engagement				

Source: Primary Data Processed, 2022

If seen from the table above, the coefficient of determination of the regression model with an Adjusted R Square value of 0.015 or 1.5 percent. And it can also be stated that 1.5 percent of work engagement can be explained by the Job Demand variable, while 96.6 percent is influenced by other variables.

4.4.5 Testing Simple Linear Regression Variables work engagement on the Creativity Variable

The results of the simple linear regression test for challenge stress, job demand and work engagement variables on creativity can be seen in the table below as follows:

Coefficients[a]					
Model	*Unstandardized Coefficients*		*Standardized Coefficients*	T	Sig.
	B	Std. Error	Beta		
(Constant*)*	2.455	,256		7,891	,000
Work Engagement	-0,169	,065	,223	2,657	,005
a. Dependent Variable: *Creativity*					

Primary data was processed in 2022.

Based on the table, a simple linear regression equation can be made as follows:

$Y = a + b_1X + €$

Y = 2,455+ -0,169 + €..... (2)

Description:

Y = *Creativity*

a = Konstanta

Z = *Work Engagement*

€ = *error*

Judging from the results of the equations in the table, it can be interpreted as follows:

1. Constant (a)

The constant value is 2,455which indicates if there is no increase in the Work Engagement variable, the Creativity in online motorcycle taxi drivers is 2.455

2. Creativity (Y)

The Creativity variable itself has a coefficient of -0.169 which indicates a positive relationship between Job Demand, Work engagement, challenge stressors and Creativity, the higher the WE, the higher the Creativity of -0.169

3.Results of the Multiple Coefficient of Determination (R2)

Model Summary[a]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,531[a]	,282	,264	,69008
a. Predictors: (Constant),Work Engagement				
b. Dependent Variable: *Creativity*				

4.4.6 Results of Simple Linear Regression Challenge Stressors on Creativity mediated by Work Engagement.

Challenge Stressor Simple Linear Regression Results on Creativity mediated by work engagement.

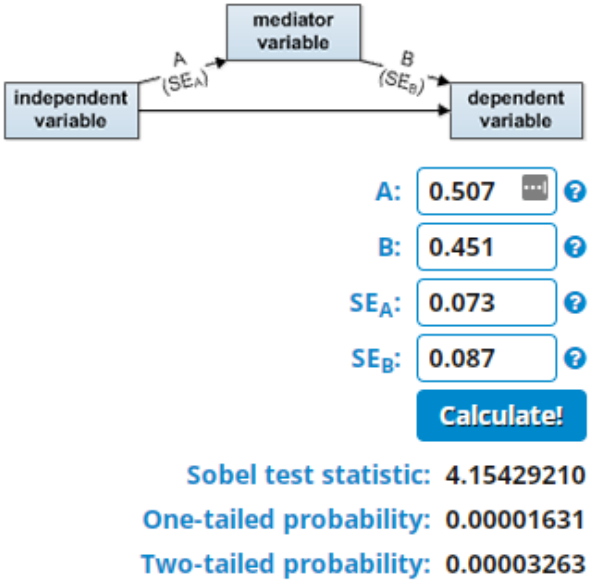
Coefficients[a]					
Model	*Unstandardized Coefficients*		*Standardized Coefficients*	T	Sig.
	B	Std. Error	Beta		
(Constant*)*	1,917	,314		6,112	,000
Challenge Stressor	,910	,055	,197	2,495	,014
Work engagement	, 451	,072	,466	5,885	,000

a. Dependent Variable: *Creativity*

In the table above, it can be seen that the regression contained in the Challenge Stressors variable on Creativity is with a value of -0.009 with a significance of 0.910, and for the Work Engagement variable on Creativity, there is a value of 0.451 with a significant value of 0.000. For Challenge Stressors themselves have a positive and significant effect because 0.910 < 0.05, and for Work Engagement it is also the same, which has a significant effect, namely 0.000 < 0.05.

Testing the mediating effect with Sobel Test

For the next stage, namely the stage using the Sobel test method. That is the result of the mediating effect of Work Engagement on the influence of Challenge Stressors on Creativity and is presented in the image below.



Source: primary data processed, 2022

Figure 4.14

Image Sobel test of the effect of Work Engagement mediation on the effect of Challenge Stressors on Creativity. The results above show the results of the Sobel Test of the effect of Work Engagement Mediation on the effect of Challenge Stressors on Creativity. If seen from the results of the calculator above, which has a Two-Tailed probability result that is produced is 0.00003263 <0.05. Thus, it can be concluded that there is a mediation effect full mediated. Because the p-value is greater than 0.05, we can conclude that the indirect effect is not significant.

Because of the influence, because both independent and significant dependent on the mediation,

the result is partial. According to experts, namely Baron & Kenny (1986) mediation will be full if

the results of the dependent variable to mediation are significant while the independent variable to mediation is not significant. On the other hand, if the mediating variable to the dependent and independent variables is significant, then the study is called Not Partial.

4.4.7 Simple Linear Regression Test for Job Demand Variables on Creativity Variables mediated by work engagement.

Job Demand Simple Linear Regression Results on Creativity mediated by work engagement

Coefficients[a]					
Model	*Unstandardized Coefficients*		*Standardized Coefficients*	T	Sig.
	B	Std. Error	Beta		
(Constant*)*	1,917	,314		6,112	,000
Job Demand	,138	,055	,197	2,495	,014
Work engagement	,424	,072	,466	5,885	,000
a. Dependent Variable: *Creativity*					

In the table above, it can be seen that the regression contained in the Job Demand variable on Creativity is with a value of 0.138 with a significance of 0.014, and for the work engagement variable on Creativity, there is a value of 0.424 with a significant value of 0.000. For Job Demand itself has a positive and significant effect because 0.014 < 0.05, and for work engagement it is also the same, which has a significant effect, namely 0.000 < 0.05.

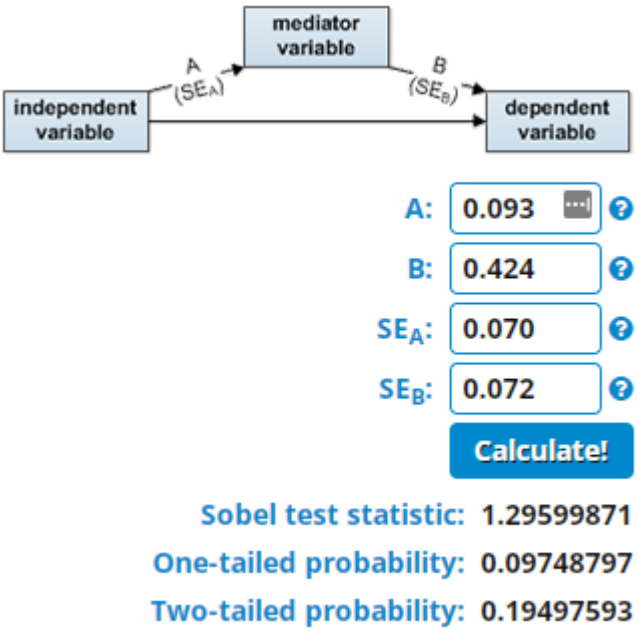
Testing the mediating effect with Sobel Test

For the next stage, namely the stage using the Sobel test method. That is the result of the mediating effect of work engagement on the influence of Challenge Stressors on Creativity and is presented in the image below

From the results above, it shows the results of the Sobel Test of the effect of Mediation on work engagement on the effect of Job Demand on Creativity. If viewed from the results of the calculator above, which has a Two-Tailed probability result that is generated is 0.028. It can be concluded that there is no mediating effect of work engagement which does not affect the challenge stressor. The results of the Sobel statistic are not supported because the p value > 0.05.

Testing the mediating effect with Sobel Test

For the next stage, namely the stage using the Sobel test method. That is the result of the mediating effect of Job Demand on the influence of Challenge Stressors on Creativity and is presented in the image below.



Source: primary data processed, 2022

Image Sobel test of the effect of work engagement mediation on the effect of Job Demand on Creativity

From the results above, it shows the results of the Sobel Test of the effect of Job demand Mediation on the effect of Job Demand on Creativity. If seen from the results of the calculator above, which has a Two-Tailed probability result that is generated is 0.19497593. Thus, it can be concluded that there is a (partial) mediation effect due to influence, both independent and significant dependent

on mediation, the result is partial. The mediation hypothesis is validated, which is consistent with the earlier path analysis test.

On the other hand, if the mediating variable to the dependent and independent variables is significant, then the research is called partialization of work engagement and has an influence/support. On the other hand, if the mediating variable on the dependent and independent variables is fully mediated, then this study is called the mediating effect is not supported.

4.5 Hypothesis Test

4.5.1 Hypothesis Testing 1: The Effect of Challenge Stressors on Creativity

a) Hypothesis 1

Ho: There is no significant effect of Challenge Stressors on Creativity

Ha: There is a significant effect of Challenge Stressors on Creativity

b) Criteria

If P-Value < 0.05 then Ho is rejected and Ha is accepted

If P-Value > 0.05 then Ho is accepted and Ha is rejected

c) Result

Hypothesis testing regarding the Challenge Stressors variable on the Creativity variable has an adjusted R Square value of 0.066, a regression coefficient of 0.219, and a P-Value of 0.005 <0.05. Thus, Ho is rejected and Ha accepted is proven

d) Conclusion

The results of testing hypothesis 1 resulted in a conclusion that the Challenge Stressors variable had a significant positive effect on Creativity.

4.5.2 Hypothesis Test 2: The Effect of Challenge Stressors on Work Engagement.

a) Hypothesis 2

Ho: There is no significant effect of Challenge on Work Engagement

Ha: There is a significant effect of Challenge Stressors on Job Burnout

b) Criteria

If P-Value < 0.05 then Ho is rejected and Ha is accepted

If P-Value > 0.05 then Ho is accepted and Ha is rejected

c) Result

Hypothesis testing regarding the Job Demand variable on the Job Burnout variable has an adjusted R Square value of 0.291, a regression coefficient of 0.507 and a P-Value of 0.000 <0.05. Thus, Ho is rejected and Ha is accepted

d) Conclusion

The results of testing hypothesis 2 yield a conclusion that the Challenge Stressors variable has a significant negative effect on Job Demand.

4.5.3 Hypothesis Test 3: The Effect of Job Demand on Creativity

a) Hypothesis 3

Ho: There is no significant effect of Job Demand on Creativity

Ha: There is a significant positive effect of Job Demand on Creativity

b) Criteria

If P-Value < 0.05 then Ho is rejected and Ha is accepted

If P-Value > 0.05 then Ho is accepted and Ha is rejected

c) Result

Hypothesis testing regarding the Job Demand variable on the Creativity variable has an adjusted R Square value of 0.064, a regression coefficient of 0.278 and a P-Value of 0.005 <0.05. Thus, Ho is rejected and Ha is accepted

d) Conclusion

The results of testing hypothesis 4 conclude that Job Demand has a significant positive effect on proven creativity.

4.5.4 Hypothesis Test 4: The Effect of Job Demand on Work Engagement.

1 Hypothesis 4

Ho: There is no significant positive effect of Job Demand on Work Engagement

Ha: There is a significant positive effect of Job Demand on Work Engagement

2 Criteria

If P-Value < 0.05 then Ho is rejected and Ha is accepted

If P-Value > 0.05 then Ho is accepted and Ha is rejected

3 Results

Hypothesis testing regarding the Job Demand variable on the Creativity variable has an adjusted R Square value of 0.015, a regression coefficient of 0.093 and a P-Value of 0.019 <0.05. Thus, Ho is rejected and Ha is accepted

4 Conclusion

The results of testing hypothesis 5 lead to the conclusion that Job Demand has a significant negative effect on work engagement.

4.5.5 Hypothesis Test 5: The Effect of Work Engagement on Creativity.

1 Hypothesis 5

Ho: There is no significant positive effect of work engagement on Creativity

Ha: There is a significant positive effect of Work Engagement on Creativity.

2 Criteria

If P-Value < 0.05 then Ho is rejected and Ha is accepted

If P-Value > 0.05 then Ho is accepted and Ha is rejected

3 Results

Hypothesis testing regarding the Job Demand variable on the Creativity variable has an adjusted R Square value of 0.015, a regression coefficient of 0.093 and a P-Value of 0.019 <0.05. Thus, Ho is rejected and Ha is accepted

4 Conclusion

The results of testing hypothesis 5 lead to the conclusion that Job Demand has a significant negative effect on work engagement.

4.5.6 Hypothesis Testing 6 : Effect of Work Engagement mediates the effect of Challenge Stressors on Creativity.

1 Hypothesis 6

Ho: There is no significant effect of Work Engagement mediates the effect of Challenge Stressors on Creativity.

Ha: There is a significant effect of Work Engagement mediates the effect of Challenge Stressors on Creativity.

2. Criteria

If P-Value < 0.05 then Ho is rejected and Ha is accepted

If P-Value > 0.05 then Ho is accepted and Ha is rejected

3. Results

Hypothesis testing regarding the Work Engagement mediates the effect of Challenge Stressors on Creativity.variable has an adjusted R Square value of 0.282, the regression coefficient of Job Demand is 0.150, challenge stressor is 0.066, work engagement is 0.460 and P-Value is 0.000 <0.05. Thus, Ho is rejected and Ha is accepted

4. Conclusion

The results of testing hypothesis 7 lead to the conclusion that the mediating effect of Job Demand, challenge stressors, work engagement has an effect on Creativity.

4.5.7 Hypothesis Test 7: Effect of Job Demand on Creativity through work engagement

1. Hypothesis 7

Ho: There is no significant negative effect of Job Demand on Creativity mediated by work engagement

Ha: There is a significant negative effect of Job Demand on Creativity mediated by work engagement.

2.Criteria

If P-Value < 0.05 then Ho is rejected and Ha is accepted

If P-Value > 0.05 then Ho is accepted and Ha is rejected

3.Result

Hypothesis testing related to the mediating effect of

4.Conclusion

The results of testing hypothesis 6 lead to the conclusion that the mediating effect of Job work engagement on the effect of Job Demand on Creativity is Proven. Hypothesis testing related to the effect of work engagement mediation on the effect of Job Demand on Creativity has a Sobel Test Statistic value of 1.29599871 and a Two-Tailed P-Value of 0.194 <0.05. Thus, Ho is rejected and Ha is rejected.

Table 4.5.1

Recapitulation of Hypothesis Test Results

H	Hipotesis	Keterangan
H1	*Challenge Stressors have a significant positive effect on Creativity*	**Proven**
H2	Challenge Stressors have a significant positive effect on Work Engagement.	**Proven**
H3	Job Demand has a significant positive effect on Creativity	**Proven**
H4	*Job Demand has a significant Negative effect on Work Engagement*	**Not Proven**
H5	*Work Engagement has a significant positive effect on Creativity*	**Proven**
H6	Work Engagement mediates the effect of Challenge Stressors on Creativity	**Proven**
H7	Work Engagement mediates the effect of Job Demand on Creativity	**Not Proven**

Sumber: Data primer diolah, 2022

4.6 DISCUSSION

4.6.1 Descriptive Data

From the results of descriptive data that has been generated. In the research conducted, using 120 respondents who work as online motorcycle taxi drivers. In the descriptive results conducted by researchers, most of them are male with 104 people and also most of these respondents have an age or age range of 21-30 years as many as 76 people. Which fills an average of 86 unmarried respondents with the most dominant education status being SMA/SMK with a total of 84 people. For the working period, the average respondent has a length of work 1-3 years with a total of 54 people. Most of the respondents in this study did not become an online motorcycle taxi driver as a permanent job with 71 respondents. And for the platform most used by

the respondents, namely Go-Jek with a total of 44 respondents and the highest income was in the range of Rp. 10,000,000 - Rp. 3,000,000 with a total of 62 respondents.

Furthermore, what the researchers did was descriptive research data on respondents and identified the influence of Challenge Stressor and Job Demand on Creativity mediated by Work Engagement. From the results above that have been processed, namely for the Challenge Stressors variable (X) 3.59 High Job Demand (X1) 3.41 High Work Engagement (Z) 3.81 High Creativity (Y) 3.95 High.

4.6.2 Influence of Challenge Stressors on Creativity

From the results of the hypothesis that Challenge Stressors have carried out on Creativity, there is a positive and significant influence with a total of 120 samples. From the results of the tests that have been carried out, there is an adjusted R Square value of 0.066 with a regression coefficient of 0.219 and a P-Value of 0.005 <0.05 so that the results of Ho are rejected and Ha is accepted.

As seen in previous and current research, it obtained significant results. In a study conducted by Zhang et al. (2019) regarding the relationship between challenge stressors and creativity in six organizations located in China in the manufacturing industry, they found a positive and significant variable relationship. In the theory of Sacramento et al. (2013), the challenge stressor variable shows a positive relationship. while the theory of Yongbo Sun et al. (2019) explains the positive relationship between creativity variables.

4.6.3 Effect of Challenge Stressors on Work Engagement.

From the results of the hypothesis that Challenge Stressors have been carried out on Work Engagement, there is a positive and significant influence with a sample size of 120. In previous studies, previous studies had positive and significant results in journals related to challenge stressors on work engagement, namely the study of Karatepe, Osman M., Elnaz Beirami, Mona Bouzari, and Hamaoyoun Pasha Safavi. (2014). Which the results of the test with a regression

coefficient of 0.457 with a P-Value of 0.000 < 0.05, with the results of distributing questionnaires to frontline employees at five-star hotels in North Cyprus having significant results.

in the current study, it can be seen from the results of the tests that have been carried out that the Adjusted R Square value is 0.291 with a regression coefficient of 0.507 and P-Value of 0.000 <0.05 so that the results of Ho are rejected and Ha is accepted. on the results can. There are also theories that support the current and previous research. In this study, the challenge stressor variable used the theory of LePine, J. A., Podsakoff, N. P., & LePine, M. A. (2005) and variable Christian, M.S., Garza, A.S., Slaughter, J.E., (2011).using Spector's (1997) theory. These results have contradictory results because this previous study was conducted on frontline employees at five-star hotels in North Cyprus which is currently being carried out by collecting data or samples through online motorcycle-- taxi drivers.

4.6.4 Effect of Challenge Stressors on Creativity mediated by Work Engagement.

The results of the hypothesis that Challenge Stressors on Creativity mediated by Work Engagement have a positive and significant effect with a sample size of 120. In previous research, previous studies have had positive and significant results in journals related to challenge stressors on creativity mediated by work engagement, whose test results had a regression coefficient value of 0.543 with a P-Value of 0.000 <0.05, with the results of distributing questionnaires to hotel employees in North China having positive and significant results. From the results of the tests that have been carried out, it can be seen that if seen from the results of the calculator above, which has a two-tailed probability result, that is produced is 0.000561. Based on the results, there are also theories that support the current and previous research. In this study, the Challenge Stressors on Creativity mediated by the Work Engagement variable used the theory of Chang, C.P. and Chiu, J.M (2009), the Work Engagement variable used Gardner's theory (1986), and the creativity

variable used the theory of Oldham, G. R., & Cummings, A(1996). These results have contradictory results because this previous study was conducted on hotel employees in China, which is currently being carried out by collecting data or samples from online motorcycle taxi drivers.

4.6.5 Effect of Job Demand on Creativity

From the results of the hypothesis that job demand on creativity has been carried out, there is a positive and significant influence with a sample size of 120. In previous research, previous studies had positive and significant results in journals related to job demand on creativity, namely the study of Bjornberg, N. H. (2017)whose test results had a regression coefficient value of 0.511 with a P-Value of 0.000 <0.05, with the results of distributing questionnaires to 304 employee supervisors, had a positive result.

From the results of the tests that have been carried out, it can be seen that if seen from the results of the calculator above, which has a regression coefficient of 0.278 and a P-Value of 0.005 <0.05, the results are positive. There are also theories that support the current and previous research. In this study, the variable job demand on creativity used the theory of Chiu, C., Chang, C., Cheng, H. and Fang, Y.(2009) and the creativity variable used Gardner's (1986) theory. These results have contradictory results because this previous study was conducted on 304 employee supervisors, which is currently being carried out by collecting data or samples through online motorcycle online drivers.

4.6.6 Effect of Job Demand on Work Engagement

From the results of the hypothesis that job demand has on work engagement has been carried out, there is an insignificant effect with a sample size of 120. In previous research, the results were positive and significant in journals related to job demand and work engagement, namely the study of van Heerden, Jana. (2015) whose results were tested with a regression coefficient value of 0.561

with a P-Value of 0.000 0.05, and with the results of distributing questionnaires to Radic, Aleksandar et al. (2020) in the relationship between job demand and work engagement on 353 staff. The results are not significant, as can be seen from the results of the tests that have been carried out, it can be seen from the results of the calculator above, which has a adjusted R Square value of 0.015 with a regression coefficient of 0.093 and a P-Value of 0.000 <0.05. There are also theories that support the current and previous research.

The findings indicate that the outcomes Ho is accepted and Ha is rejected may be seen from (t count > t table or -t count -t table), demonstrating how the demands of the job significantly influence work involvement. The demands of the job include hypothetical circumstances, psychological circumstances, social circumstances, and organizational circumstances. When viewed from previous and current research, the results were the same. Research conducted by Ayu et al (2015) in the relationship between Job demand and Work Engagement Employees at PT XYZ will be less engaged in their work if they feel mentally, emotionally, socially, and organizationally exhausted. These findings support Coetzer, C.F., Rothmann, S., (2007) findings that job demands are inversely correlated with work engagement. With this result, it has contradictory results because this previous research was conducted by PT XYZ of The area serves while the research that is being carried out is currently taking data or samples through online drivers.

4.6.7 Effect of Job Demand on Creativity mediated by Work Engagement

From the results above, it shows the results of the Sobel Test of the effect of Mediation on work engagement on the effect of Job Demand on Creativity. If viewed from the results of the calculator above, which has a Two-Tailed probability result that is generated is 0.194. Work engagement or rejection do not act as a mediator in the relationship between job demand and creativity. So, direct influence has more of an impact than indirect effect (partial mediation). In other words, job demand

affects creativity directly, while work engagement does not indirectly affect creativity. Without the need for work engagement as a mediator, job pressure can have an impact on creativity. According to research by Demerouti, E., Bakker, A. B., & Gevers, J. M. P. (2015), work engagement does not act as a mediator between the effect of job demand and creativity. However, this study agrees with Petrou, P., Demerouti, E., Peeters, M. C., Schaufeli, W. B., & Hetland, J. (2012) who claimed that stating the demand for jobs could also have a negative impact.

CHAPTER V
CONCLUSION

A. Conclusion

Based on the research findings and discussions, a few conclusions can be drawn as follows:

1. Challenge Stressors have a significant positive effect on Creativity
2. Challenge Stressors have a significant positive effect on Work Engagement.
3. Work Engagement the effects of unsupported challenge stressors on creativity.
4. Job Demand has no significant effect on Work Engagement
5. Work Engagement have a significant effect on Creativity.
6. Work engagement mediates Challenge Stressors for creativity
7. Unsupported work engagement mediates Job Demand for creativity

B. Recommendation

From the results of data analysis that has been done, the authors suggest several things that can be useful for managers of online Driver companies as follows:

1. The Challenge Stressor itself has a positive impact on drivers because drivers can look for very creative ideas in service to online driver customers. Online drivers can earn points and bonuses because the online driver's work engagement is good and according to the target requested by each company, and if excessive, it can result in high challenge stressors and high job demands. It has a very positive effect on the elimination of online drivers.
2. However, when there is too much job demand, managers must provide conditions that can be used in joining online drivers. If there are no restrictions, online drivers may have to be

creative to reach the target because too many online drivers are registered with online driver companies.

C. Research Limitation

In this case we can see from the background and identification of the problems that have been described in the discussion of the previous sub-chapter, the authors limit the problems in the research, which are related to the responses of each online driver. The limitations carried out by researchers are regarding the distribution of each region, so that it is not evenly distributed, only focusing on one area, which is mostly in the city of Palembang. It should be more evenly distributed because it takes data via Facebook, because the divers who join Facebook must have moved cities and they don't stay and come directly to the ojek base at the coffee shop or in front of the restaurant.

References

Adler, Mareike, and Anna K. Koch. 2017. Expanding the Job Demands-Resources Model to Classify Innovation-Predicting Working Conditions**. *Management Revue* 28(2): 175–203.

Afrida, 2003. Ekonomi Sumberdaya Manusia. Ghalia Indonesia. Jakarta.

Aghaz, A., & Sheikh, A. (2016). Cyberloafing and job burnout: An investigation in the knowledge-intensive sector. Computers in Human Behavior, 62, 51-60.

Ahmed, Umair. (2019). Job Demands and Work Engagement: Call for More Urgent Empirical Attention. *Annals of Contemporary Developments in Management & HR* 1(2): 8–14.

Amabile, T. M., and Pratt, M. G. (2016). The dynamic componential model of creativity and innovation in organizations: making progress, making meaning. Res. Organ. Behav. 36, 157–183.

Antwi, Collins Opoku et al. 2019. Job Demand Stressors and Employees' Creativity: A within-Person Approach to Dealing with Hindrance and Challenge Stressors at the Airport Environment. *Service Industries Journal* 39(3–4): 250–78.

Audenaert, Mieke, and Adelien Decramer. 2018. When Empowering Leadership Fosters Creative Performance: The Role of Problem-Solving Demands and Creative Personality. *Journal of Management and Organization* 24(1): 4–18.

Andriansyah. (2016). Manajemen transportasi dalam kajian teori. Jakarta: Universitas Prof. Dr. Moestopo Beragama.

Alderfer C. P. (1969). An empirical test of new theory of human need. Organizational Behavior and Human Performance. 4 (1) 142 – 175.

Ali Chughtai, A. (2016). Can ethical leaders enhance their followers' creativity? Leadership, 12(2), 230–249. https://doi. org/10.1177/1742715014558077

Arikunto, Suharmi (2002), Prosedur Penelitian Suatu Pendekatan Praktek. Rineka Cipta Jakarta

Asli Küçükaslan Ekmekçi, 2011, A Study on Involvement and Commitment of Employees in Turkey, Journal of Public Administration and Policy Research Vol. 3(3) pp. 68-73, March, Available online http://www.academicjournals.org/jpapr ISSN 2141-2480

Bakker, A. B. (2011). An evidence-based model of work engagement. *Current Directions in Psychological Science, 20*(4), 265–269. https://doi.org/10.1177/0963721411414534

Badan Pusat Statistik. (2019). Perkembangan Jumlah Kendaraan Bermotor Menurut Jenis, 1949-2017. Diakses dari https://www.bps.go.id/linkTableDinamis/view/id/1133

Bakker, A. B., & Demerouti, E. (2007). The job demands-resources model: State of the art. *Journal of Managerial Psychology, 22,* 309 - 328.

Bakker, A. B., Demerouti, E., De Boer, E., dan Schaufeli,W. B. 2003. Job demands and job resources as predictors of absence duration and frequency. Journal Of Vocational Behavior, 62, 341–356.

Barrouillet, P. et al. 2007. Time and cognitive load in working memory. Journal Of Experimental Psychology, Learning, Memory, And Cognition, 33, 570–585.

Baron, R.M.; Kenny, D.A.(1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. J. Personal. Soc. Psychol. 51, 1173–1182.

Bakker, A.B. and Demerouti, E. (2008), Towards a model of work engagement, Career Development International, Vol. 13, pp. 209-223.

Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2003). Dual process at work in a call center: an application of the job demands-resources model. European Journal of Work and Organizational Psychology, 12, 393–417.

Bakker, A.B., Demerouti, E., Sanz-Vergel, A.I., 2014. Burnout and work engagement: the JD–r approach. Annu. Rev. Organ. Psychol. Organ. Behav. 1, 389–411.

Bakker, A. B., Demerouti, E., & Euwema, M. C. (2005). Job resources buffer the impact of job demands on burnout. Journal of Occupational Health Psychology, 10(2), 170-180.

Bjornberg, N. H. (2017). *Creativity and Innovation Through the Job Demands-Resources Model*. 1–175. https://doi.org/10.25777/rrhz-sz03

Carmeli, A.; Meitar, R.; Weisberg,(2006) J. Self-leadership skills and innovative behavior at work. Int. J. Manpow. 27, 75–90.

Campbell, D, Mengembangkan Kreativitas. Kanisius, Jakarta, 1986.

Cao C, Shang L, Meng Q. Applying the Job Demands-Resources Model to exploring predictors of innovative teaching among university teachers. Teaching and Teacher Education. 2020; 89:103009

Cavanaugh, M. A., Boswell, W. R., Roehling, M. V., & Boudreau, J. W. (2000). An empirical examination of self-reported work stress among U.S. managers. Journal of Applied Psychology, 85, 65–74. https://doi.org/10.1037/0021-9010.85.1.65

Christian, M.S., Garza, A.S., Slaughter, J.E., 2011. Work engagement: a quantitative review and test of its relations with task and contextual performance. Person. Psychol. 64 (1), 89–136.

Chang, C.P. and Chiu, J.M. (2009), Flight attendants' emotional labor and exhaustion in the Taiwanese airline industry, Journal of Service Science & Management, Vol. 2 No. 4, pp. 305-311.

Chaudhary, Richa, and Anuja Akhouri. 2019. CSR Perceptions and Employee Creativity: Examining Serial Mediation Effects of Meaningfulness and Work Engagement. *Social Responsibility Journal* 15(1): 61–74.

Chiu, C., Chang, C., Cheng, H. and Fang, Y. (2009), Determinants of customer repurchase intention in online shopping, *Online Information Review*, Vol. 33 No. 4, pp. 761-784. https://doi.org/10.1108/14684520910985710

Crawford, E.R., LePine, J.A., & Rich, B.L. (2010). Linking job demands and resources to employee engagement and burnout: A theoretical extension and meta-analytic test. Journal of Applied Psychology, 95(5), 834–848

Creswell, J. W. (2011). Controversies in mixed methods research. In N. Denzin & Y. Lincoln (Eds.), The SAGE handbook on qualitative research (4th ed., pp. 269–284). Thousand Oaks, CA: Sage.

Creswell, J. W. (2012). Educational research: Planning, conducting, and evaluating quantitative and qualitative research (4th ed.). Upper Saddle River, NJ: Merrill.

Creswell.J.W. (2017). Research Design, Pendekatan Metode Kualitatif, Kuantitatif, dan Campuran.Pustaka Pelajar

Creswell, J. W. (2009). Research Design: Qualitative, Quantitative, and. Mixed Methods Approaches. Newbury Park: Sage Publications

Coetzer, C.F., Rothmann, S., (2007). Job demands, job resources and work engagement of employees in a manufacturing organization. South. Afr. Bus. Rev. 11 (1), 17–32.

Cunha, Ariana Moreno, Carla Susana Marques, and Gina Santos. 2022. Organizational and Personal Factors That Boost Innovation: The Case of Nurses during COVID-19 Pandemic Based on Job Demands-Resources Model. *Sustainability (Switzerland)* 14(1).

Cummings, T.G., & Worley, C.G. (2005). Organization development and change (8th ed.). Cincinnati, OH: South-Western College Publishing.

Cummings, A., & Oldham, G. R. 1997. Enhancing creativity: Managing work contexts for the high potential employee. California Management Review, 40: 22–38.

Demerouti E, Bakker AB, Nachreiner F, Schaufeli WB. 2001. The job demands–resources model of burnout. J. Appl. Psychol. 86:499–512.

Demerouti, E., Bakker, A. B., Vardakou, I., & Kantas, A. (2003). The convergent validity of two burnout instruments: a multitrait–multimethod analysis. European Journal of Psychological Assessment, 18, 296– 307.

Demerouti, E., Bakker, A. B., & Gevers, J. M. P. (2015). Job Crafting and Extra-Role Behavior: The Role of Work Engagement and Flourishing. Journal of Vocational Behavior, 91(December), 87– 96.

Ekonomi, Jurnal et al. *GLOBALISASI EKONOMI DAN IMPLIKASINYA BAGI NEGARA-*

NEGARA BERKEMBANG : TELAAH PENDEKATAN EKONOMI ISLAM.

El-Kassar, A.N. and Singh, S.K. (2018), Green innovation and organizational performance: the influence of big data and the moderating role of management commitment and HR practices, Technological Forecasting and Social Change, available at: http://doi.org/10.1016/j.techfore. 2017.12.016 (accessed January 31, 2019)

Elmi, F. (2013). Pengaruh perilaku kepemimpinan, iklim organisasi, motivasi intrinsik dan work engagement terhadap kinerja karyawan. Studi pada dosen Tetap Universitas Swasta DKI Jakarta. Disertasi Universitas Brawijaya Malang.

Emzir. 2016. Metodologi Penelitian Kualitatif Analisis Data

Eva, N.; Meacham, H.; Newman, A.; Schwarz, G.; Tham, T. Is coworker feedback more important than supervisor feedback for increasing innovative behavior? Hum. Resour. Manag. 2019, 58, 383–396.

Farndale, E., & Murrer, I. (2015). Job resources and employee engagement: a cross-national study. Journal of Managerial Psychology. 30, 610 – 626.

Fatin Fadila & Zulfa Uliani. (2020) PENGARUH HIGH PERFORMANCE WORK SYSTEM DAN WORK ENGAGEMENT TERHADAP EMPLOYEE CREATIVITY DENGAN WORK WELL BEING SEBAGAI PEMEDIASI FATIN FADILA Sarjana Universitas Muhammadiyah Surakarta.29-44.

Filsaime, D. (2008). Menguak Berpikir Kritis dan Kreatif. Jakarta: Prestasi Pustaka

Gardner, D. G. (1986). Activation theory and task design: An empirical test of several new predictions. Journal of Applied Psychology, 71, 411–418

Geng, Zizhen et al. 2018. Motivating Service Employee Creativity: Regulatory Focus and Emotional Labour. *Journal of Service Theory and Practice* 28(2): 228–49.

Ghosh, Debjani, Tomoki Sekiguchi, and Yuka Fujimoto. 2020. Psychological Detachment: A Creativity Perspective on the Link between Intrinsic Motivation and Employee Engagement. *Personnel Review* 49(9): 1789–1804.

Ghozali, I. (2009). Aplikasi Analisis Multivariate dengan Program SPSS. Semarang: Badan Penerbit Universitas Diponegoro.

_____. (2013). Aplikasi Analisis Multivariate dengan Program SPSS. Edisi Ketujuh. Semarang: Badan Penerbit Universitas Diponegoro.

_____. (2016). Aplikasi Analisis Multivariate Dengan Program IBM SPSS 23, Edisi Kedelapan. Semarang: Badan Penerbit Universitas Diponegoro.

Glover, J. dan Burning, R.H, Educational Psychology : Principles and application 3rd edition. Harper Collins Publishers, New York. 1990.

Hair, Joseph F.,G. Tomas M. Hult., Christian M. Ringle., and Marko Sarstedt. (2017). A Primer on Partial Least Squares Structural Equation Modelling (PLS-SEM). 2e Edition USA: Sage.

Haryono, S, W Prajogo, and Z M Elqadri. 2021. 24 Journal of Management Information and

Decision Sciences *CHALLENGE STRESSORS AND HARDINESS MODELING TOWARD WORK ENGAGEMENT*.

Hau, Irene, and Siu Chow. 19 60 Journal of Organizational Psychology *Challenging Job Demands and Performance: The Role of Learning Orientation*.

Hennessey, B. A., & Amabile, T. M. (2010). Creativity. Annual Review of Psychology, 61, 569–598.

Hernaus, Tomislav, Matija Maric, and Matej Černe. 2019. Age-Sensitive Job Design Antecedents of Innovative Work Behavior: The Role of Cognitive Job Demands. *Journal of Managerial Psychology* 34(5): 368–82.

Hon, A. H. Y. (2012). When competency-based pay relates to creative performance: The moderating role of employee psychological need. International Journal of Hospitality Management, 31(1), 130–138.

Hui, Li et al. 2020. Organizational Identification Perceptions and Millennials' Creativity: Testing the Mediating Role of Work Engagement and the Moderating Role of Work Values. *European Journal of Innovation Management*.

Hurrell, J.J., Murphy, L.R., Sauter, S.L. & Cooper, C.L. (1998). Occupational Stress. Issues and Developments in Research. London: Taylor and Francis Ltd.

Huhtala, H. and Parzefall, M.R. (2007), A review of employee well-being and innovativeness: an opportunity for a mutual benefit, Creativity and Innovation Management, Vol. 16 No. 3, pp. 299-306.

Iddagoda, Y. A., Opatha, H. H. D. N. P., & Gunawardana, K. D. (2016). Towards a conceptualization and an operationalization of the construct of employee engagement. International Business Research, 9(2), 85. https://doi.org/10.5539/ibr.v9n2p85 Imran.

Inam, Aneeq et al. 2021. Fostering Creativity and Work Engagement Through Perceived Organizational Support: The Interactive Role of Stressors. *SAGE Open* 11(3).

Janssen, O. (2000). Job demands, perceptions of effort-reward fairness and innovative work behaviour, Journal of Occupational and Organizational Psychology 73 (3), 287-302.

Jazilah, Barrotul.(2020) 8 Jurnal Ilmu Manajemen *Nomor 3-Jurusan Manajemen Fakultas Ekonomi Universitas Negeri Surabaya*.

Jiang, Qingzhi, Hyeongkwon Lee, and Dapeng Xu. 2020. Challenge Stressors, Work Engagement, and Affective Commitment Among Chinese Public Servants. *Public Personnel Management* 49(4): 547–70.

Jiang W., Zhao X. and Ni J. (2017). The impact of transformational leadership on employee sustainable performance: The mediating role of organizational citizenship behavior. *Sustainability*, 9(9), 1567.31

Jones, F., & Fletcher, B. C. (1996). Job control and health. In M. J. Schabracq, J. A. M. Winnubst, & C. L. Cooper(Eds.) Handbook of work and health psychology 33–50.

Kampylis, P.; Berki, E.; Saariluoma, P. (2009). In-service and prospective teachers' conceptions of creativity. Thinking skills and creativity, 4(1), 15–29.

Kanungo, R. N. (1982). Measurement of job and work involvement. Journal of Applied Psychology, 67, 341–349.

Kaufman, J. C., & Beghetto, R. A. (2009). Beyond big and little: The four c model of creativity. Review of General Psychology, 13(1), 1-12. doi:10.1037/a0013688

Karatepe, Osman M., Elnaz Beirami, Mona Bouzari, and Hamaoyoun Pasha Safavi. (2014). Does Work Engagement Mediate the Effects of Challenge Stressors on Job Outcomes? Evidence from the Hotel Industry. *International Journal of Hospitality Management* 36: 14–22.

Kahn WA. (1990). Psychological conditions of personal engagement and disengagement at work. Acad. Manag.J. 33:692–724.

Kerlinger, F. N., & Lee, H. B.(2002). Foundations of Behavioral Research Carmeli. Orlando, FL: Harcourt College Publishers.

Krismiyati, K. (2017). Pengembangan Sumber Daya Manusia dalam Meningkatkan Kualitas Pendidikan di SD Negeri Inpres Angkasa Biak. Jurnal Office, 3(1), 43–50.

Kasiram. 2008. Metodologi Penelitian Kualitatif-Kuantitatif. Malang UIN-Maliki Press

Kuncoro, M. (2009). Metode Riset Untuk Bisnis & Ekonomi. Jakarta : Erlangga

Kwon, K.; Kim, T.(2020) An integrative literature review of employee engagement and innovative behavior: Revisiting the JD-R model. Hum. Resour. Manag. Rev.30, 100704.

Lazarus, R.S.; Folkman, S.(1984). Stress: Appraisal and Coping; Springer: New York, NY, USA,456.

Lee, A., Kim, H., Faulkner, M., Gerstenblatt, P., & Travis, D. J. (2019). Work Engagement among Child - Care Providers : An Application of The Job Demands – Resources Model. Child & Youth Care Forum, 48(1), 77–91. https://doi.org/10.1007/s10566-018-9473-y

Lee, S., Shin, Y., & Baek, S. I. (2017). The Impact Of Job Demands and Resources On Job Crafting. 33(4), 829–843.

Lee, A., Kim, H. J., Faulkner, M., Gerstenblatt, P. & Travis, D. J. (2018). Work engagement among child-care providers: An application of the job demands– resources model. Child & Youth Care Forum.

Leite, N. R., Rodrigues, A. C., & Alvuquerque, L. G. (2014). Organizational Commitment and job satisfaction: what are the potential Relationships? BAR- Brazilian Administration Review, 11(4), 476-495.

Leite, N. R., Gilson, R. L.,& Hartr, L. M. (2004). The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work. Journal of Occupational and organizational Psychology, 77, 11-37.

LePine, J. A., Podsakoff, N. P., & LePine, M. A. (2005). A meta-analytic test of the challenge

stressor–hindrance stressor frame-work: An explanation for inconsistent relationships among stressors and performance. Academy of Management Journal,48,764–775

Lepine, J.A.; Lepine, M.A.; Jackson, C.L.(2004). Challenge and hindrance stress: Relationships with exhaustion, motivation to learn, and learning performance. J. Appl. Psychol. 89, 883–891.

Li, S.X. and Sandino, T. (2018), Effects of an information sharing system on employee creativity, engagement, and performance,Journal of Accounting Research, Vol. 56 No. 2,pp. 713-747

Li, Kai, and Guiqin Zhu. 2022. Promoting Teaching Innovation of Chinese Public-School Teachers by Team Temporal Leadership: The Mediation of Job Autonomy and the Moderation of Work Stress. *PLoS ONE* 17(7 July): 1–19. http://dx.doi.org/10.1371/journal.pone.0271195.

Love, J. G., Vertigans, S., Domaszk, E., Zdeb, K., Love, A. P. and Sutton, P. W. (2007) Health & ethnicity in Aberdeenshire: a study of Polish in-migrants; a report for the Scottish Health Council. Aberdeen: Robert Gordon University.

Love, Peter E.D, Zahir irani dan Craig Standing (2007). Influence of Job Demands, Job Control and Social Support on Information Systems Professionals' Psychological Well-Being. International Journal of Manpower, Vol. 28, No. 6.

Lukes, M. (2012), Supporting entrepreneurial behavior and innovation in organizations,Central European Business Review, Vol. 1 No. 2, pp. 29-36

Luthans, F., Vogelgeslang, G. R., & Lester, P. B. (2006). Developing the psychological capital of resiliency. Human Resource Development Review, 5(1), 25-44

Macey, W. H., & Schneider, B. (2008). The meaning of employee engagement. *Industrial and Organizational Psychology: Perspectives on Science and Practice, 1*(1), 3–30. https://doi.org/10.1111/j.1754-9434.2007.0002.x

Maslach, C. and M.P. Leiter. (1997). The Truth About Burnout. Jossey Bass, San Francisco, CA.

Mauno, Saija, Ulla Kinnunen, and Mervi Ruokolainen. (2007). Job Demands and Resources as Antecedents of Work Engagement: A Longitudinal Study. *Journal of Vocational Behavior* 70(1): 149–71.

Meneghel I., Salanova M., Martinez I. M. (2016). Feeling good makes us stronger: how team resilience mediates the effect of positive emotions on team performance. *J. Happiness Stud.* 17 239–255.

Mikkelson, A, Ogaard, T, & Landbergis, P. (2003). The Effects Of New Dimension Of Psychological Job Demands And Job Control On Active Learning And Occupational Health. Regional Research, 1-26.

Mokaya, S. O., & Kipyegon, M. J. (2014). Determinants of Employee Engagement in the Banking Industry in Kenya: Case of Cooperative Bank. Journal of Human Resources. 2 (2), 187 – 200.

Montani F, Dagenais-Desmarais V, Giorgi G, Grégoire S (2018) A conservation of resources perspective on negative affect and innovative work behaviour: The role of affect activation and mindfulness. *Journal of Business and Psychology* 33(1): 123–139.

Mudannayake B, Bhanugopan R, Lockhart P.(2016). The impact of team temporal leadership on employee engagement and team performance. 30th Australian and New Zealand Academy of Management Conference: Australian and New Zealand Academy of Management.

Munandar,S.C.Utami.(1983).Mengembangkan bakat dan kreativitas anak sekolah (Petunjuk Bagi Para Guru dan Orang Tua). Jakarta: Gramedia Widiasarana Indonesia.

Munandar,Utami.(2009). Pengembangan kreativitas anak berbakat. Jakarta:Rineka cipta

Niessen C., Mäder I., Stride C., Jimmieson N. L. (2017). Thriving when exhausted: the role of perceived transformational leadership. *J. Vocat. Behav.* 103 41–51.

Niessen C., Sonnentag S., Sach F. (2012). Thriving at work-a diary study. *J. Organ. Behav.* 33 468–487.

Oldham, G. R., & Cummings, A. (1996). Employee creativity: Personal and contextual factors at work. Academy of Management Journal, 39, 607–634. doi:10.2307/256657

O. Gassmann and M. Zeschky. (2008) Opening up the Solution Space: The Role of Analogical Thinking for Breakthrough Product Innovation, Creat. Innov. Manag., vol. 17, pp. 97–106.

Oliveira, Karina da Silva, and Solange Muglia Wechsler. (2016). Indicadores de Criatividade No Desenho Da Figura Humana. *Psicologia: Ciência e Profissão* 36(1): 6–19.

Pandey, Jatin. (2019). Factors Affecting Job Performance: An Integrative Review of Literature. *Management Research Review* 42(2): 263–89.

Panggabean, S. Mutiara. (2019). Manajemen Sumber Daya Manusia. Ghalia Indonesia: Bogor.

Paterson, T. A., Luthans, F., & Jeung, W. (2014). Thriving at work: Impact of psychological capital and supervisor support. Journal of Organizational Behavior, 35, 434–446. doi:10.1002/job.1907

Petrou, P., Demerouti, E., & Schaufeli, W. B. (2012). Crafting a Job on a Daily Basis : Contextual Correlates and the Link to Work Engagement: Daily Job Crafting. Journal of Occupational Health Psychology, 33(8), 1120–1142.

Petrou, P., Demerouti, E., Peeters, M. C., Schaufeli, W. B., & Hetland, J. (2012). Crafting a job on a daily basis: Contextual correlates and the link to work engagement. Journal of Organizational Behavior, 33,1120–1141

Pinsker, Y. L. (2019). Pengemudi ojek online demo kantor gojek perwakilan yogyakarta, ini masalah yang mereka hadapi. Diakses dari https://www.tribunnews.com/regional/2019/03/08/pengemudi ojekonline-demo-kantor-gojek-perwakilan-yogyakarta-ini-masalah-yang-mereka-hadapi

Podsakoff, N.P., LePine, J.A., LePine, M.A., (2007). Differential challenge stressor–hindrance stressor relationships with job attitudes, turnover intentions, and withdrawal behavior. J. Appl. Psychol. 92 (2), 438–454.

Podsakoff, N.P. (2007). Challenge and hindrance stressors in the workplace: Tests of linear, curvilinear, and moderated relationships with employee strains, satisfaction, and performance. University of Florida.

Porath, C., Spreitzer, G. M., Gibson, C., and Garnett, F. G. (2012). Thriving at work: toward its measurement, construct validation, and theoretical refinement. J. Organ. Behav. 33, 250–275.

Pri, Rian. 2017. GAMBARAN WORK ENGAGEMENT PADA KARYAWAN DI PT EG (MANUFACTURING INDUSTRY). *Versi Cetak)* 1(2): 295–303.

Putra, Yanuar S & Hari Mulyadi. (2010). Pengaruh Faktor Job Demand terhadap Kinerja dengan Burnout sebagai Variabel Moderating pada Karyawan Bagian Produksi PT. Tripilar Betonmas Salatiga. Among Makarti, Vol.3 No.6.

Radic, Aleksandar et al. 2020. Job Demands–Job Resources (JD-R) Model, Work Engagement, and Well-Being of Cruise Ship Employees. *International Journal of Hospitality Management* 88.

Rai, Alka. 2018. Differential Relationship of Challenge and Hindrance Demands with Employee Engagement: The Moderating Effect of Job Resources. *International Journal of Sociology and Social Policy* 38(9–10): 887–906.

Rangkuti, Freddy. 2002. Analisis SWOT; Teknik Membedah Kasus Bisnis: Reorientasi Konsep Perencanaan Strategis untuk menghadapi Abad 21. edisi kesembilan. PT. Gramedia Pustaka Utama. Jakarta

Reis, D., Hoppe, A., Arndt, C., & Lischetzke, T. (2017). Time pressure with state vigour and state absorption: Are they non-linearly related? European Journal of Work and Organizational Psychology, 26(1), 94–106.

Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Job engagement: Antecedents and effects on job performance. Academy of Management Journal. 53, 617 – 635. doi:10.5465/ AMJ.2010.51468988

Robbins, S. P. (2004). Organisation Behaviour. 11th Ed. New Jersey: Pearson Prentice Hall

Robbins, Stephen P and Timothy A. Judge (2019). Organizational Behavior, 18th edition, USA: Pearson

Sacramento, C. A., Fay, D., & West, M. A. (2013). Workplace Duties or Opportunities? Challenge Stressors, Regulatory Focus, and Creativity. Organizational Behavior and Human Decision Processes, 121, 141-157.https://doi.org/10.1016/j.obhdp.

Saks, A. M., & Gruman, J. A. (2014). What do we really know about employee engagement? Human Resource Development Quarterly. 25, 155 – 182. doi:10.1002/hrdq.21187

Saks, A. (2006), Antecedents and consequences of employee engagement, Journal ofManagerial Psychology, Vol. 21 No. 7, pp. 600-619.

Sawang, S. (2011). Is there an inverted U-shaped relationship between job demands and work engagement: the moderating role of social support?. International Journal of Manpower, 33(2) 178-186.

Schmitt, A., Ohly, S., & Kleespies, N. (2015). Time pressure promotes work engagement. Journal of Personnel Psychology, 14(1), 28–36.

Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. Journal of Happiness Studies, 3(1), 71–92.

Schaufeli, W. B., & Bakker, A. B. (2003). Test manual for the Utrecht Work Engagement Scale. Unpublished manuscript, Utrecht University, the Netherlands. Retrieved from http://www.schaufeli.com

Schaufeli, W. B., Bakker, A. B., & Rhenen, W. V. (2009). How changes in job demands and resources predict burnout, work engagement, and sickness absenteeism. Journal of organizational behavior, 30(7), 893-917.

Schaufeli, W.B., Bakker, A.B. and Salanova, M. (2006), The measurement of work engagement with a short questionnaire: a cross-national study, Educational and Psychological Measurement, Vol. 66, pp. 701-716.

Schaufeli, W., Truss, C., Alfes, K., Delbridge, R., Shantz, A., & Soane, E. (2013). What Is Engagement? In Employee Engagement In Theory And Practice (pp. 1–37). London: Routledge.Sekaran

Schaufeli, W.B., Taris, T.W., 2014. A critical review of the job demands-resources model: implications for improving work and health. In: Bauer, G., Hämmig, O. (Eds.), Bridging Occupational, Organizational and Public Health. Springer, Dordrecht, pp. 43–68.

Sekaran, U. (2006). Metodologi Penelitian untuk Bisnis, Edisi 4 Buku 1. Jakarta: Salemba Empat. Penerjemah: Kwan Men Yon.

Sekaran, U & Bougie, R. (2009). Research Methods for Business A Skill Building Approach, Seventh Edition. United Kingdom: John Wiley

Semmer, N. K., Tschan, F., Meier, L. L., Facchin, S., & Jacobshagen, N. (2010). Illegitimate tasks and counterproductive work behavior. Applied Psychology, 59, 70–96.

Semiawan. (2009). Creativity and Giftedness. Jakarta: PT Index.

Sharma, Anupama, and Ranjeet Nambudiri. 2020. Work Engagement, Job Crafting and Innovativeness in the Indian IT Industry. *Personnel Review* 49(7): 1381–97.

Shah, S, S. H., Jaffari, A. R., Aziz, J., Ejaz, W., Ul-Haq, I., & Raza, S, N., (2011). Workload and Performance of Employees. Institute of Interdisciplinary Journal of Contemporary Research in Bussiness.Vol. 3, No. 5. PP : 256 – 267.

Sheikh Khairuddin SMH, Nadzri FH.(2017) Stress and Work Engagement: A Conceptual Study on Academics in Malaysian Private Universities. *Int J Innov Enterp Syst*. (01):7-12. doi:10.25124/ijies.v1i01.4

Shin, I., Hur, W. M., & Oh, H. (2015). Essential precursors and effects of employee creativity in a service context: Emotional labor strategies and official job performance. Career

Development International, 20(7), 733–752.

Siregar, S. (2013). Metode Penelitian Kuantitatif Dilengkapi dengan Perbandingan Perhitungan Manual dan SPSS. Jakarta: Kencana.

Singarimbun, Masri dan Sofian Effendi. 1989. Metode Penelitian Survei. Jakarta. LP3ES

Song, Zhigang, Qinxuan Gu, and Boyi Wang. 2019. Creativity-Oriented HRM and Organizational Creativity in China: A Complementary Perspective of Innovativeness. *International Journal of Manpower* 40(5): 834–49.

Sonnentag, S., Eck, K., Fritz, C. and K€uhnel, J. (2019), Morning reattachment to work and work engagement during the day: a look at day-level mediators,Journal of Management, pp. 1-28

Sobel, M. E. (1982). Asymptotic intervals for indirect effects in structural equations models. Dalam S. Leinhart (Editor), Sociological Methodology 1982, pp.290-312. San Francisco: Jossey-Bass.

Spreitzer, G. M. (1995). Psychological empowerment in the workplace: Dimensions, measurement, and validation. Academy of Management Journal, 38, 1442–1465.

Suharsimi Arikunto, Prosedur Penelitian Suatu Pendekatan Praktek, (Jakarta : Rineka Cipta, 2006).

Sule, R., Thadasare, H., Sonavane, S., & Shah, N. (2017). A study of Job satisfaction, job stress and quality of life in auxiliary health care workers of a public tertiary general hospital. Journal of Psychosocial Rehabilitation and Mental Health

Sugiyono. (2016). Metode Penelitian Kuantitatif, Kualitatif dan R&D. *Bandung: Alfabeta*

Sugiyono. (2015). Statistika untuk Penelitian. Bandung: Alfabeta

Sugiyono. 1997. Statistika Untuk Penelitian. Bandung: Alfabeta

Sukarmin, T. E.V. Dhian, S. A. Nonoh, and W. A. Delisma. 2017. "Patterns Relationships of Student's Creativity with Its Indicators in Learning Optical Instrument." In *Journal of Physics: Conference Series*, Institute of Physics Publishing.

Suharnan. 2005. Psikologi Kognitif. Surabaya : Srikandi Suriasumantri (ed), 1983. Psikologi Pendidikan. Diakses dari http://www.andragogi.com.

Suhermanto, S., & Anshari, A. (2018). Implementasi TQM terhadap Mutu Institusi dalam Lembaga Pendidikan. Al-Tanzim: Jurnal Manajemen Pendidikan Islam, 2(1), 107–113.

Sun, Shuhua, Nan Wang, Jinlong Zhu, and Zhaoli Song. (2020). Crafting Job Demands and Employee Creativity: A Diary Study. *Human Resource Management* 59(6): 569–83.

Sun, Yongbo, Xiaojuan Hu, and Yixin Ding. (2019). Learning or Relaxing: How Do Challenge Stressors Stimulate Employee Creativity? *Sustainability (Switzerland)* 11(6).

Supardi, E. (2006). Total Quality Management dalam Pemberdayaan Sumber Daya Manusia. Jurnal Geografi GEA, 6(1), 1–11

Sutrisno, E. (2009). Manajemen Sumber Daya Manusia, Edisi Pertama, Jakarta: Kencana Prenada Media Group.

Susanto A. (2011). Perkembangan Anak Usia Dini. Jakarta:Kencana Pernanda Media Group

Sweller, John. (1994). Cognitive Load Theory, Learning Difficulty, And Instructional Design. Great Britain: Elsevier Science Ltd

Syam Syam, A. R. (2017). Konsep Kepemimpinan Bermutu dalam Pendidikan Islam. Al-Ta'dib., 12.(2), 49-69.

Teigen, K. H. 1994. Yerkes-Dodson: A law for all seasons. Theory and Psychology, 4: 525–547.

Tian, Wenqing, Huatian Wang, and Sonja Rispens. 2021. How and When Job Crafting Relates to Employee Creativity: The Important Roles of Work Engagement and Perceived Work Group Status Diversity. *International Journal of Environmental Research and Public Health* 18(1): 1–17.

Umar, Husein, (2003). Metode Riset Bisnis, Edisi Pertama, Penerbit Gramedia, Jakarta

Van Yperen, N. W., & Hagedoorn, M. (2003). Do high job demands increase intrinsic motivation or fatigue or both? The role of job controland job social support. Academy of Management Journal, 46, 339–348

Van den Broeck, A., Vansteenkiste, M., De Witte, H., & Lens, W. (2008). The role of basic need satisfaction in explaining the relationships between job demands, job resources, burnout and engagement. Work and Stress, 22, 277–294

Van de Ven, B., van den Tooren, M., & Vlerick, P. (2013). Emotional job resources and emotional support seeking as moderators of the relation between emotional job demands and emotional exhaustion: A two-wave panel study. Journal of Occupational Health Psychology, 18(1), 1-8.

van Heerden, Jana. 2015. The Impact of Job Demands and Job Resources on Work Engagement and Turnover Intentions within the Information Technology Division of a South African Bank. (November): 1–215. http://etd.uwc.ac.za/xmlui/handle/11394/4911.

Verasatiwi, I., & Wulan, R. R. (2018). Studi fenomenologi pengemudi ojek online perempuan di kota bandung dalam kajian feminisme. Acta DiurnA, 14 (1)(April), 91–99.

Wahyusetyawati, E. (2017). Dilema pengaturan transportasi online. Jurnal RechtsVinding,(April),1-4. Retrieved from https://rechtsvinding.bphn.go.id

Westman, M., & Eden, D. 1996. The inverted-U relation-ship between job stress and performance. Work and Stress, 10: 165–173.

Widiansyah, A. (2018). Peranan Sumber Daya Pendidikan sebagai Faktor Penentu dalam Manajemen Sistem Pendidikan. Cakrawala, 18(2), 299–234.

Widjarjono, A. (2010). Analisis Statistika Multivariat Terapan. Yogyakarta: UPP STIM YKPN.

Woodman, Richard W., Sawyer, John E., Griffin, Ricky W., 1993, Toward a theory of organizational creativity. Academy of management review,18.2, 293-321

Xiao, M. L., & Duan, L. (2014). Job engagement of employees in state-owned enterprises: Construct clarification and scale development. Organizational management. 1, 35 – 41

Zhang, Kaidi, Xiao Jia, and Jin Chen. 2019. Talent Management under a Big Data Induced Revolution: The Double-Edged Sword Effects of Challenge Stressors on Creativity. *Management Decision* 57(8): 2010–31

Zimmerer, TW, Scarborough, NM & Wilson, D. (2008). Essential of entrepreneurship and small business management, Jakarta: Salemba Empat.

Appendix I

IDENTITAS RESPONDEN

Assalamu'alaikum Wr. Wb.

Salam sehat dan sejahtera,

Perkenalkan kami Mahasiswa S1 Program Studi Manajemen, Fakultas Bisnis dan Ekonomika, Universitas Islam Indonesia. Saat ini kami sedang melakukan penelitian guna memenuhi Tugas Akhir Skripsi mengenai “Challenge Stressor, Tuntutan Pekerjaan, Work Engagement, dan Kreativitas pada Driver Online".

Terkait hal tersebut, kami memohon kesediaan waktu Bapak/Ibu, Saudara/i Driver Online untuk mengisi kuesioner ini. Kebenaran dan kelengkapan jawaban akan sangat membantu saya mengolah data penelitian. Tujuan penelitian ini semata-mata hanya untuk kepentingan ilmiah dan akademik sehingga data diperoleh akan dijamin kerahasiaannya. Kami mengucapkan terima kasih banyak atas kerjasamanya mengisi kuesioner ini.

Bagi 50 responden beruntung akan mendapatkan saldo OVO/Gopay/LinkAja masing-masing sebesar Rp. 10.000,-

Wassalamu'alaikum Wr. Wb.

Hormat Kami,

Utari Muthia Azzhara - 16311063

Utari Muthia Azzahra (Email:16311063@students.uii.ac.id)

Jenis Kelamin

☐ Laki-laki

☐ Perempuan

Usia

☐ < 20

☐ 21 – 30

☐ 31 – 40

☐ 41 – 50

☐ 51 – 60

☐ > 60

Status Pernikahan

☐ Belum menikah

☐ Sudah menikah

Pendidikan Terakhir

☐ SMA/SMK

☐ Diploma/Vokasi

☐ Sarjana (S1)

☐ Magister (S2)

☐ Yang lain:_____

Lama bekerja sebagai driver *online* (tahun)

☐ < 1

☐ 1 – 3

☐ 4 – 7

☐ 8 – 10

☐ > 10

Apakah profesi *driver online* pekerjaan utama?

☐ Ya

☐ Tidak

Domisili/tempat tinggal saat ini

_____

Jangkauan area sebagai *driver online*

_____

Platform* transportasi *online

☐ Go-Jek

☐ Grab

☐ Maxim

☐ Shopee Food

☐ Yang lain :_____

Pilih layanan yang dikerjakan (boleh lebih dari 1 opsi)

☐ Ojek motor

☐ Ojek mobil

☐ Antar makanan

☐ Antar barang / dokumen/obat dsb

☐ Antar belanjaan

☐ Yang lain:_____

Penghasil per bulan

☐ Kurang dari Rp 1.000.000

☐ Rp 1.000.000 – Rp 3.000.000

☐ Rp. 3.0000.000 – Rp. 5. 0000.000

☐ Lebih dari Rp 5.000.000

Nomor HP ((saldo OVO/Gopay/LinkAja bagi 50 responden beruntung)

boleh dilewati jika tidak berkenan

_____

BAGIAN 1 : ***Challenge Stressors***

Dari skala 1 - 5, seberapa jauh anda menilai beban kerja dan tanggung jawab pekerjaan sebagai driver online?

A. ***Challenge Stressors***						
r 5 = Sangat Setuju (SS)						
r 4 = Setuju (S)						
Skor 3 = Netral (N)						
Skor 2 = Tidak Setuju (TS)						
Skor 1 = Sangat Tidak Setuju (STS)						
Challenge Stressors						
No.	**Pernyataan**	**SS**	**S**	**N**	**TS**	**STS**
1.	Saya tidak memiliki cukup waktu untuk					

	menyelesaikan seluruh pekerjaan ini					
2.	Beban kerja ini membebani pekerjaan saya					
3.	Saya harus bekerja sangat keras untuk pekerjaan in					
4.	Saya harus bekerja sangat cepat untuk pekerjaan ini					
5.	Saya merasakan tanggung jawab personal yang tinggi terhadap pekerjaan ini					
6.	Saya merasa seharusnya memiliki tanggung jawab lebih terhadap pekerjaan ini.					
7.	Pekerjaan ini selesai dengan baik atau tidak akan tetap menjadi tanggung jawab saya.					
8.	Sangat sulit bagi saya untuk peduli apakah pekerjaan ini dapat diselesaikan dengan baik atau tidak. (R)					

BAGIAN 2 : ***Job Demand***

A. ***Job Demand***
r 5 = Sangat Setuju (SS)
r 4 = Setuju (S)
Skor 3 = Netral (N)

Skor 2 = Tidak Setuju (TS) Skor 1 = Sangat Tidak Setuju (STS)						
Job Demand						
No.	**Pernyataan**	**SS**	**S**	**N**	**TS**	**STS**
1.	Saya harus bekerja cepat.					
2.	Saya memiliki banyak hal yang harus diselesaikan untuk pekerjaan ini.					
3.	Saya harus bekerja ekstra keras untuk menyelesaikan pekerjaan ini.					
4.	Saya bekerja di bawah tekanan waktu/serba cepat					
5.	Saya melakukan pekerjaan ini dengan sangat santai. (R)					
6.	Saya sering menghadapi aktivitas yang menumpuk pada pekerjaan ini.					

BAGIAN 3 : ***Work Eangement***

A. ***Work Engamenet***
r 5 = Sangat Setuju (SS)
r 4 = Setuju (S)

Skor 3 = Netral (N) Skor 2 = Tidak Setuju (TS) Skor 1 = Sangat Tidak Setuju (STS)						
Work Engagement						
No.	**Pernyataan**	**SS**	**S**	**N**	**TS**	**STS**
1.	Di Perkerjaan ini, Saya mereasa penuh dengan Energi.					
2.	Di pekerjaan ini saya merasa kuat dan bersemengat					
3.	Saya mereasa sangat antusisas terhadap pekerjaan ini.					
4.	Pekerjaan ini menginspirasi saya					
5.	Ketika bangun pagi saya senang untuk berangkat bekerja.					
6.	Saya senang ketika saya sering melakukan pekerjaan ini.					
7.	Saya bangga dengan pekerjaan yang say lakukan ini.					
8.	Saya merasa sangat menyatu dengan perkerjaan ini					
9.	Saya sering larut suasana pekerjaan ini.					

BAGIAN 4: Kreativitas

A. Kreativitas

r 5 = Sangat Setuju (SS)

r 4 = Setuju (S)

Skor 3 = Netral (N)

Skor 2 = Tidak Setuju (TS)

Skor 1 = Sangat Tidak Setuju (STS)

Kreativitas

No.	Pernyataan	SS	S	N	TS	STS
1.	Saya memanfaatkan peluang dan cara baru dalam menyelesaikan pekerjaan.					
2.	Saya mencari ide dan cara baru untuk menyelesaikan masalah pekerjaan.					
3.	Saya menghasilkan ide baru yang dapat dieksekusi dalam pekerjaan.					
4.	Saya menunjukkan ide yang orisinil dalam pekerjaan.					

Appendix II

1. *Challenge Stressors* (X_1)

NO	CS1	CS2	CS3	CS4	CS5	CS6	CS7	CS8	TOTAL CS
1	1	1	2	1	1	1	2	4	13

2	1	1	1	1	1	1	1	5	12
3	1	1	1	1	1	1	1	5	12
4	3	1	4	4	5	4	5	5	31
5	3	2	3	5	3	3	4	3	26
6	3	4	4	4	3	4	4	3	29
7	3	3	3	3	3	3	3	3	24
8	4	5	4	4	4	4	4	3	32
9	4	4	5	4	4	4	5	1	31
10	1	1	1	1	1	1	1	5	12
11	2	2	3	3	3	2	4	4	23
12	4	4	5	5	5	5	5	3	36
13	4	2	4	4	5	5	5	2	31
14	5	5	5	5	5	5	5	1	36
15	4	3	3	3	5	5	5	3	31
16	3	2	4	4	5	3	4	5	30
17	3	2	4	4	5	3	4	3	28
18	3	2	4	5	5	5	4	5	33
19	4	3	4	3	4	5	5	1	29
20	3	3	4	4	5	5	5	3	32
21	3	3	3	3	3	3	3	3	24
22	1	4	4	3	4	3	4	4	27
23	3	1	3	3	3	3	5	5	26
24	2	2	5	4	5	5	5	5	33

25	4	1	4	5	5	5	5	4	33
26	3	2	4	4	4	4	5	2	28
27	2	2	5	5	5	5	4	2	30
28	1	1	5	4	5	5	5	5	31
29	4	4	4	2	4	3	4	2	27
30	4	5	5	5	5	5	5	1	35
31	5	4	4	5	5	4	4	3	34
32	4	3	4	2	2	2	4	2	23
33	3	2	4	4	4	4	4	2	27
34	3	3	4	4	3	3	2	3	25
35	3	2	5	4	5	5	3	3	30
36	1	1	1	5	1	5	3	5	22
37	2	2	4	3	4	5	4	4	28
38	3	1	5	5	4	5	5	3	31
39	3	3	3	3	5	3	3	3	26
40	4	4	5	4	4	4	5	4	34
41	3	3	3	3	3	3	3	3	24
42	4	3	5	4	4	3	4	1	28
43	3	2	4	4	4	3	4	2	26
44	4	2	4	4	5	5	5	1	30
45	4	5	4	4	5	5	5	2	34
46	5	4	5	4	5	4	4	2	33
47	5	5	5	5	5	5	5	1	36

48	3	3	5	5	5	5	4	2	32
49	3	1	5	5	5	5	5	5	34
50	3	2	5	5	5	5	5	1	31
51	3	3	3	3	3	3	3	3	24
52	5	5	5	5	5	5	5	1	36
53	3	1	2	5	5	4	5	2	27
54	3	3	5	5	5	3	4	2	30
55	5	5	5	5	5	5	5	1	36
56	4	3	5	5	4	4	4	2	31
57	4	3	3	3	3	3	3	3	25
58	5	1	5	1	5	1	5	5	28
59	4	3	4	4	5	5	5	1	31
60	3	1	4	3	5	4	3	4	27
61	2	1	4	4	5	5	5	4	30
62	1	1	5	2	5	5	5	4	28
63	1	1	5	5	5	4	2	3	26
64	3	3	5	5	5	5	5	5	36
65	1	1	3	3	2	1	5	5	21
66	5	5	4	5	5	5	4	1	34
67	4	3	3	4	5	4	5	4	32
68	2	2	4	5	5	5	5	4	32
69	5	3	3	5	5	5	4	2	32
70	1	1	1	1	5	5	5	1	20

71	5	4	3	4	4	3	5	2	30
72	4	3	4	4	4	4	5	4	32
73	1	1	2	5	5	5	5	4	28
74	3	2	3	4	4	3	4	3	26
75	1	2	5	3	5	4	5	4	29
76	3	3	2	2	3	4	4	4	25
77	3	3	5	5	5	3	5	5	34
78	2	2	2	2	4	4	4	3	23
79	4	2	3	3	4	4	4	2	26
80	3	2	3	2	2	5	4	4	25
81	3	3	4	4	3	4	3	4	28
82	4	4	4	5	5	5	5	1	33
83	4	3	5	3	4	5	4	1	29
84	4	4	5	3	4	4	4	1	29
85	5	5	5	5	5	5	5	1	36
86	3	3	4	4	5	2	4	2	27
87	2	1	2	2	2	3	2	3	17
88	4	1	4	4	5	5	4	3	30
89	5	5	5	5	5	5	5	1	36
90	3	5	4	4	5	5	2	2	30
91	3	2	5	5	4	4	4	1	28
92	5	1	5	5	5	5	2	3	31
93	3	2	2	3	4	4	4	4	26

94	3	4	3	3	5	4	3	3	28
95	4	5	5	5	5	5	5	1	35
96	1	1	4	4	5	5	5	3	28
97	3	4	3	4	4	3	3	3	27
98	5	3	5	5	5	5	4	1	33
99	3	3	3	3	3	3	3	3	24
100	5	5	5	5	5	5	5	1	36
101	3	3	4	4	4	4	4	2	28
102	3	2	2	5	5	5	5	1	28
103	1	1	5	5	5	5	1	5	28
104	3	3	5	5	5	4	3	1	29
105	4	3	5	5	5	5	5	4	36
106	1	2	3	2	3	5	5	5	26
107	3	1	1	4	5	5	5	3	27
108	5	5	5	5	5	5	5	5	40
109	3	1	2	5	5	4	5	4	29
110	3	3	4	5	5	5	4	3	32
111	5	4	5	3	4	4	4	1	30
112	3	2	3	3	2	4	4	3	24
113	1	1	3	2	5	5	5	2	24
114	3	3	3	4	2	2	2	4	23
115	3	3	5	5	5	5	5	1	32
116	3	2	3	5	5	5	5	4	32

117	5	3	3	5	5	5	5	4	35
118	1	1	3	5	5	5	5	1	26
119	1	1	5	5	5	5	5	1	28
120	3	3	3	3	4	4	4	4	28

2.Job Demand **(X_2)**

NO	JD1	JD2	JD3	JD4	JD5	JD6	TOTAL JD
1	1	2	1	2	4	1	11
2	2	2	2	1	1	1	9
3	1	2	2	3	2	5	15
4	4	5	5	1	1	3	19
5	4	4	4	3	1	3	19
6	4	4	4	4	3	4	23
7	3	3	3	3	3	3	18
8	3	3	4	4	2	4	20

9	4	5	5	5	1	5	25
10	1	1	2	3	4	3	14
11	3	3	2	3	3	2	16
12	4	4	5	5	2	4	24
13	5	4	4	4	3	2	22
14	5	5	5	5	1	5	26
15	5	4	5	4	3	4	25
16	3	2	3	2	3	1	14
17	4	4	4	5	3	2	22
18	5	3	5	3	3	3	22
19	4	5	4	5	2	4	24
20	3	4	5	4	3	3	22
21	3	3	3	3	3	3	18
22	3	4	3	3	3	3	19
23	4	4	4	2	3	2	19
24	5	5	5	2	5	1	23
25	5	4	5	2	2	1	19
26	4	4	4	4	3	4	23
27	4	5	5	4	4	2	24
28	4	4	5	4	4	1	22
29	3	4	4	2	4	3	20
30	5	5	5	5	3	4	27
31	4	4	4	4	4	3	23

32	4	4	4	3	2	4	21
33	4	4	4	4	2	4	22
34	3	3	4	3	2	3	18
35	3	3	3	3	4	3	19
36	5	3	1	1	1	1	12
37	5	5	4	3	2	2	21
38	5	5	1	1	1	1	14
39	5	3	3	3	3	3	20
40	5	4	5	4	3	5	26
41	3	3	3	3	3	3	18
42	3	3	4	3	2	3	18
43	4	4	4	3	3	3	21
44	5	5	4	2	1	4	21
45	4	4	5	2	1	2	18
46	4	5	4	4	2	4	23
47	5	5	5	5	1	5	26
48	5	5	5	4	4	3	26
49	5	5	5	5	1	4	25
50	4	5	5	4	4	3	25
51	3	3	3	3	3	3	18
52	5	5	5	5	1	5	26
53	5	5	5	1	1	4	21
54	5	4	4	4	5	3	25

55	5	5	5	5	5	5	30
56	5	4	4	5	3	4	25
57	3	3	3	3	3	3	18
58	1	5	5	1	1	1	14
59	4	5	5	4	1	5	24
60	2	3	4	2	2	3	16
61	5	3	3	4	3	1	19
62	2	1	1	1	4	3	12
63	5	3	5	2	1	1	17
64	5	5	5	3	3	3	24
65	4	4	4	2	2	1	17
66	4	5	4	5	2	4	24
67	5	4	3	4	2	3	21
68	5	4	5	4	4	2	24
69	5	5	4	3	2	5	24
70	1	1	1	1	1	1	6
71	3	3	4	4	3	4	21
72	5	5	4	4	3	5	26
73	5	5	5	3	3	2	23
74	4	4	3	4	4	3	22
75	4	3	5	3	4	2	21
76	4	4	2	2	2	1	15
77	5	5	5	1	1	4	21

78	4	2	2	2	2	2	14
79	4	4	4	3	3	3	21
80	5	4	4	3	2	3	21
81	4	4	4	4	3	3	22
82	2	5	5	4	5	5	26
83	5	4	4	5	3	4	25
84	4	4	5	5	1	5	24
85	5	5	5	5	1	5	26
86	5	5	5	5	3	5	28
87	3	3	2	1	3	2	14
88	4	4	4	4	5	3	24
89	5	5	4	3	1	5	23
90	4	4	3	4	2	4	21
91	3	4	4	1	1	4	17
92	5	4	4	4	2	3	22
93	3	3	2	2	2	3	15
94	1	3	2	5	3	3	17
95	5	5	4	4	3	4	25
96	4	3	4	2	2	3	18
97	3	4	3	3	2	3	18
98	5	5	5	5	1	5	26
99	4	4	3	4	2	4	21
100	5	5	5	5	1	5	26

101	4	3	4	4	2	4	21
102	5	5	5	5	3	3	26
103	5	5	5	5	3	5	28
104	5	5	5	3	3	3	24
105	5	5	5	5	4	5	29
106	3	3	3	2	1	1	13
107	2	2	2	2	2	1	11
108	5	2	2	2	1	3	15
109	5	1	2	2	1	1	12
110	5	5	5	3	2	4	24
111	4	4	4	4	2	4	22
112	2	2	3	3	3	2	15
113	2	2	3	2	1	1	11
114	4	3	3	2	1	2	15
115	5	5	5	5	5	5	30
116	5	3	2	4	3	2	19
117	5	5	3	1	1	1	16
118	5	5	5	5	1	1	22
119	5	5	5	1	1	5	22
120	3	3	3	3	3	2	17

Work Engament (Z)

NO	WE1	WE2	WE3	WE4	WE5	WE6	WE7	WE8	WE9

1	1	2	1	1	1	2	2	3	2
2	2	5	4	5	4	5	1	1	1
3	2	3	3	3	2	3	2	3	3
4	1	1	1	1	1	3	1	1	1
5	4	4	3	2	3	1	1	1	1
6	4	4	3	3	3	3	2	2	2
7	3	3	3	3	3	3	3	3	3
8	3	3	3	3	3	4	2	2	2
9	4	4	4	3	3	3	2	2	2
10	2	2	2	2	2	3	4	4	3
11	2	2	2	2	2	2	3	3	3
12	3	4	2	3	2	2	1	1	1
13	4	2	2	2	2	2	1	1	2
14	5	3	4	4	3	4	2	2	2
15	3	2	2	1	1	5	1	1	1
16	1	2	1	1	1	2	1	2	4
17	3	2	3	3	1	2	1	3	3
18	3	3	2	2	1	4	2	3	2
19	4	4	4	5	5	5	2	2	2
20	4	3	3	2	1	1	1	1	2
21	3	3	3	3	3	3	3	3	3
22	2	3	3	2	2	2	2	3	3
23	1	1	1	1	1	1	1	2	2

24	1	1	1	2	1	3	1	1	2
25	2	2	2	1	1	1	1	1	1
26	4	5	3	2	2	2	3	3	1
27	2	2	2	1	1	1	1	1	2
28	1	1	1	1	1	1	1	1	1
29	4	4	3	4	4	4	2	3	2
30	5	4	5	4	5	4	2	1	2
31	4	3	4	4	2	2	1	2	2
32	4	3	4	3	4	4	2	2	2
33	4	3	2	1	2	5	1	3	3
34	4	4	3	3	2	3	3	3	3
35	3	2	2	1	1	1	2	2	3
36	3	3	3	3	3	3	3	3	3
37	2	1	1	2	1	2	1	1	1
38	1	1	1	1	1	3	1	1	1
39	3	3	3	3	3	3	3	3	3
40	5	5	5	4	1	3	1	3	2
41	2	2	2	2	2	2	2	2	2
42	4	4	3	5	3	4	3	2	2
43	3	2	2	2	2	3	2	2	3
44	1	1	1	1	1	1	1	1	1
45	5	1	2	2	1	2	1	1	1
46	4	4	4	4	4	4	2	2	2

47	5	5	5	5	5	5	1	1	1
48	3	2	3	3	2	4	1	2	2
49	3	1	1	1	1	5	1	1	1
50	5	2	2	3	2	5	1	1	3
51	3	3	3	3	3	3	3	3	3
52	5	5	5	5	5	5	1	1	1
53	4	2	1	2	1	1	1	1	1
54	5	5	4	3	2	2	2	2	3
55	5	5	5	3	1	1	1	1	3
56	4	4	4	3	4	4	2	2	3
57	3	3	3	3	3	3	3	3	3
58	1	1	1	1	1	5	1	1	1
59	4	1	1	1	1	1	5	1	1
60	2	3	3	2	1	1	1	1	3
61	3	3	1	1	1	2	1	1	3
62	2	1	2	1	2	1	1	1	1
63	4	5	1	1	3	5	1	1	3
64	2	4	1	1	2	5	1	1	2
65	2	2	1	1	1	1	1	1	2
66	5	5	4	5	4	5	1	1	2
67	2	2	2	2	3	5	1	1	2
68	3	2	2	2	2	4	2	2	2
69	5	4	5	4	5	5	2	2	1

70	1	1	1	1	1	1	1	1	1
71	4	4	4	2	2	4	3	2	3
72	4	4	2	2	1	1	1	1	1
73	2	2	1	1	1	1	1	1	1
74	3	3	2	1	1	1	1	1	1
75	3	3	2	1	1	3	1	1	1
76	2	2	1	1	1	1	1	1	2
77	5	1	1	1	1	5	1	1	1
78	2	2	2	2	2	1	1	3	2
79	3	3	3	3	3	2	3	3	3
80	3	2	2	4	3	2	1	2	2
81	3	2	2	2	2	2	2	3	3
82	4	4	3	3	4	5	2	2	1
83	4	4	4	3	3	4	3	3	2
84	4	5	4	4	4	4	2	3	2
85	5	5	5	5	5	5	1	1	1
86	2	5	5	1	3	2	4	3	4
87	1	1	1	1	1	5	3	4	4
88	4	3	2	2	1	1	1	1	1
89	3	3	5	4	3	3	2	2	1
90	4	2	3	4	2	4	3	2	1
91	3	4	4	3	3	4	2	2	2
92	5	4	5	4	4	4	2	2	2

93	2	2	2	2	4	4	2	2	2
94	3	5	4	3	3	2	1	4	3
95	4	1	3	1	1	3	1	1	2
96	3	2	1	1	1	1	1	1	2
97	3	3	4	3	3	5	1	3	2
98	4	5	4	5	3	3	1	1	1
99	3	3	3	3	3	3	3	3	3
100	5	5	5	5	5	5	1	1	1
101	4	3	2	2	2	2	1	1	1
102	3	3	3	3	2	3	3	3	1
103	1	1	1	1	1	1	1	1	1
104	3	3	3	1	2	1	1	1	1
105	4	4	2	2	1	1	1	1	1
106	3	1	1	5	1	1	1	1	1
107	2	1	1	1	1	1	2	2	2
108	3	4	2	2	1	2	1	1	1
109	2	3	1	1	1	2	1	1	1
110	2	2	2	2	2	3	1	1	1
111	4	4	3	3	3	2	3	3	3
112	4	4	2	2	2	2	1	1	2
113	2	2	3	3	1	5	1	3	3
114	2	2	2	1	2	2	3	4	3
115	5	5	5	5	3	4	1	1	1

116	5	3	2	3	1	1	1	2	3
117	5	1	1	1	1	5	1	1	1
118	1	3	2	2	3	3	2	3	4
119	1	1	1	1	1	5	1	1	1
120	5	3	3	2	2	2	3	3	3

4. Kreativitas (Y)

No	**CR1**	**CR2**	**CR 3**	**CR 4**	**Total**
1	5	5	5	3	18
2	5	5	4	5	19
3	1	3	4	4	12
4	3	2	2	1	8
5	3	3	4	5	15
6	4	4	4	4	16
7	3	3	3	3	12
8	3	3	4	4	14
9	4	3	3	3	13
10	1	3	5	4	13
11	3	3	3	3	12
12	4	4	5	3	16
13	5	4	4	4	17
14	5	5	5	5	20

15	3	3	4	4	14
16	3	2	3	2	10
17	4	3	3	3	13
18	4	4	4	3	15
19	5	5	5	5	20
20	4	4	4	4	16
21	3	3	3	3	12
22	4	4	4	4	16
23	3	3	3	3	12
24	3	3	3	3	12
25	5	5	5	5	20
26	4	3	2	3	12
27	4	4	4	4	16
28	4	4	3	3	14
29	4	4	3	4	15
30	5	4	5	5	19
31	5	5	4	4	18
32	4	3	4	3	14
33	4	4	4	4	16
34	4	3	3	4	14
35	3	3	3	3	12
36	3	3	3	3	12
37	5	4	5	5	19

38	5	5	5	5	20
39	3	3	3	3	12
40	3	3	4	4	14
41	4	4	4	4	16
42	3	3	4	4	14
43	4	5	4	4	17
44	5	5	5	5	20
45	5	5	5	5	20
46	5	5	5	5	20
47	5	5	5	5	20
48	4	4	4	3	15
49	5	5	5	5	20
50	3	3	3	3	12
51	5	5	5	5	20
52	5	5	5	5	20
53	4	4	4	4	16
54	3	4	4	4	15
55	3	3	3	3	12
56	4	4	4	3	15
57	3	3	3	3	12
58	5	5	5	5	20
59	5	4	5	5	19
60	4	3	2	1	10

61	3	3	3	4	13
62	5	5	5	5	20
63	4	3	3	3	13
64	5	5	5	5	20
65	3	4	3	4	14
66	5	5	4	4	18
67	4	4	3	4	15
68	5	4	4	1	14
69	5	4	4	5	18
70	5	5	5	5	20
71	4	4	3	3	14
72	5	5	5	5	20
73	5	5	5	5	20
74	4	4	4	4	16
75	1	5	5	5	16
76	4	4	3	3	14
77	5	5	5	5	20
78	3	3	3	3	12
79	3	3	3	3	12
80	4	4	4	4	16
81	3	3	3	4	13
82	4	5	5	3	17
83	3	3	3	4	13

84	5	4	4	4	17
85	5	5	5	5	20
86	5	5	5	5	20
87	2	2	2	2	8
88	5	5	5	5	20
89	4	4	4	4	16
90	4	3	4	4	15
91	3	4	4	5	16
92	5	5	3	4	17
93	4	4	4	4	16
94	5	3	4	3	15
95	4	4	4	5	17
96	4	4	4	4	16
97	3	4	3	4	14
98	5	5	5	5	20
99	3	3	3	3	12
100	5	5	5	5	20
101	4	5	5	4	18
102	5	5	5	5	20
103	5	5	5	5	20
104	3	4	4	4	15
105	4	5	4	4	17
106	5	5	5	5	20

107	4	5	5	5	19
108	4	4	5	5	18
109	5	5	2	3	15
110	5	5	5	4	19
111	3	4	4	3	14
112	2	2	2	2	8
113	4	4	4	4	16
114	3	3	3	3	12
115	5	5	4	5	19
116	4	3	4	5	16
117	5	5	5	5	20
118	3	3	4	4	14
119	5	5	5	5	20
120	3	3	3	3	12

Reliability

Case Processing Summary

		N	%
Cases	Valid	120	100,0
	Excluded[a]	0	,0
	Total	120	100,0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items

,786	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
CS04	8,3167	3,832	,600	,740
CS05	7,9750	3,604	,732	,592
CS07	8,0917	4,302	,555	,783

Case Processing Summary

		N	%
Cases	Valid	120	100,0
	Excluded[a]	0	,0
	Total	120	100,0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
,757	2

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
JD04	3,0833	1,623	,609	.
JD06	3,2417	1,647	,609	.

Case Processing Summary

		N	%
Cases	Valid	120	100,0
	Excluded[a]	0	,0
	Total	120	100,0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
,929	8

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted

WE02	26,5667	39,491	,768	,920
WE03	26,6417	38,669	,815	,916
WE04	26,8333	37,871	,798	,917
WE05	26,6583	38,815	,746	,921
WE06	26,5417	39,074	,769	,919
WE07	26,5250	37,915	,785	,918
WE08	26,7500	38,088	,760	,920
WE09	26,9250	39,515	,635	,930

Reliability Statistics

Cronbach's Alpha	N of Items
,876	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
CR01	11,8833	6,423	,620	,886
CR02	11,8750	5,875	,841	,800
CR03	11,9167	6,043	,775	,826
CR04	11,9500	5,897	,713	,851

Penguji regrisi dan efek mediasi

Regression

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	CS[b]	.	Enter

a. Dependent Variable: CR
b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,256[a]	,066	,058	,78050

a. Predictors: (Constant), CS
b. Dependent Variable: CR

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5,062	1	5,062	8,309	,005[b]
	Residual	71,884	118	,609		
	Total	76,945	119			

a. Dependent Variable: CR
b. Predictors: (Constant), CS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3,077	,317		9,696	,000
	CS	,219	,076	,256	2,882	,005

a. Dependent Variable: CR

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3,2966	4,1741	3,9688	,20624	120
Residual	-2,10098	1,45338	,00000	,77722	120
Std. Predicted Value	-3,259	,996	,000	1,000	120
Std. Residual	-2,692	1,862	,000	,996	120

a. Dependent Variable: CR

Regression

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	CS[b]	.	Enter

a. Dependent Variable: WE
b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,540[a]	,291	,285	,74746

a. Predictors: (Constant), CS
b. Dependent Variable: WE

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27,074	1	27,074	48,459	,000[b]
	Residual	65,926	118	,559		
	Total	93,000	119			

a. Dependent Variable: WE
b. Predictors: (Constant), CS

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	1,750	,304		5,756	,000
	CS	,507	,073	,540	6,961	,000

a. Dependent Variable: WE

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2,2570	4,2864	3,8115	,47698	120
Residual	-1,91140	1,61803	,00000	,74431	120
Std. Predicted Value	-3,259	,996	,000	1,000	120
Std. Residual	-2,557	2,165	,000	,996	120

a. Dependent Variable: WE

Regression

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	WE, CS[b]	.	Enter

a. Dependent Variable: CR
b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,490[a]	,240	,227	,70707

a. Predictors: (Constant), WE, CS
b. Dependent Variable: CR

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18,452	2	9,226	18,454	,000[b]
	Residual	58,493	117	,500		
	Total	76,945	119			

a. Dependent Variable: CR
b. Predictors: (Constant), WE, CS

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	2,289	,325		7,034	,000
	CS	-,009	,082	-,011	-,113	,910
	WE	,451	,087	,495	5,175	,000

a. Dependent Variable: CR

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2,7865	4,5081	3,9688	,39378	120
Residual	-1,99571	1,79381	,00000	,70110	120
Std. Predicted Value	-3,002	1,370	,000	1,000	120
Std. Residual	-2,823	2,537	,000	,992	120

a. Dependent Variable: CR

Regression

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	JD[b]	.	Enter

a. Dependent Variable: CR
b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,254[a]	,064	,056	,78107

a. Predictors: (Constant), JD
b. Dependent Variable: CR

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4,957	1	4,957	8,125	,005[b]
	Residual	71,988	118	,610		
	Total	76,945	119			

a. Dependent Variable: CR
b. Predictors: (Constant), JD

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	3,406	,210		16,228	,000
	JD	,178	,062	,254	2,850	,005

a. Dependent Variable: CR

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3,5840	4,2957	3,9688	,20409	120
Residual	-1,76191	1,41601	,00000	,77778	120
Std. Predicted Value	-1,885	1,602	,000	1,000	120
Std. Residual	-2,256	1,813	,000	,996	120

a. Dependent Variable: CR

Regression

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	JD[b]	.	Enter

a. Dependent Variable: WE
b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,121[a]	,015	,006	,88124

a. Predictors: (Constant), JD
b. Dependent Variable: WE

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1,364	1	1,364	1,756	,188[b]
	Residual	91,636	118	,777		
	Total	93,000	119			

a. Dependent Variable: WE
b. Predictors: (Constant), JD

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	3,516	,237		14,849	,000

	JD	,093	,070	,121	1,325	,188

a. Dependent Variable: WE

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3,6096	3,9830	3,8115	,10706	120
Residual	-2,76462	1,39037	,00000	,87752	120
Std. Predicted Value	-1,885	1,602	,000	1,000	120
Std. Residual	-3,137	1,578	,000	,996	120

a. Dependent Variable: WE

Regression

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	WE, JD[b]	.	Enter

a. Dependent Variable: CR

b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,527[a]	,278	,266	,68902

a. Predictors: (Constant), WE, JD

b. Dependent Variable: CR

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21,400	2	10,700	22,539	,000[b]
	Residual	55,545	117	,475		
	Total	76,945	119			

a. Dependent Variable: CR

b. Predictors: (Constant), WE, JD

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	1,917	,314		6,112	,000
	JD	,138	,055	,197	2,495	,014
	WE	,424	,072	,466	5,885	,000

a. Dependent Variable: CR

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2,6536	4,7265	3,9688	,42407	120
Residual	-1,78184	1,84637	,00000	,68320	120
Std. Predicted Value	-3,101	1,787	,000	1,000	120
Std. Residual	-2,586	2,680	,000	,992	120

a. Dependent Variable: CR

Normality, collinirty, no outlier

Regression

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	CR, JD, CS, WE[b]	.	Enter

a. Dependent Variable: random
b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,270[a]	,073	,040	3,39523

a. Predictors: (Constant), CR, JD, CS, WE
b. Dependent Variable: random

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	104,003	4	26,001	2,256	,067[b]
	Residual	1325,671	115	11,528		
	Total	1429,674	119			

a. Dependent Variable: random
b. Predictors: (Constant), CR, JD, CS, WE

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	1,381	1,887		,732	,466
	CS	,222	,409	,060	,544	,587
	JD	,044	,292	,015	,151	,880
	WE	,616	,468	,157	1,315	,191
	CR	,471	,457	,109	1,032	,304

a. Dependent Variable: random
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		120
Normal Parameters[a,b]	Mean	,0000000
	Std. Deviation	,68132784
Most Extreme Differences	Absolute	,066
	Positive	,066
	Negative	-,035
Test Statistic		,066
Asymp. Sig. (2-tailed)		,200[c,d]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.

Rotated Component Matrix[a]

	Component			
	1	2	3	4
CS04			,711	
CS05			,807	
CS07			,750	
JD04				,816
JD06				,879
WE02	,762			
WE03	,781			
WE04	,813			
WE05	,778			
WE06	,755			
WE07	,780			
WE08	,800			
WE09	,725			
CR01		,714		
CR02		,900		
CR03		,856		
CR04		,783		

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.[a]
a. Rotation converged in 6 iterations.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	2,010	,335		5,999	,000		
	CS	-,066	,083	-,077	-,799	,426	,660	1,515
	JD	,150	,058	,215	2,613	,010	,917	1,090
	WE	,460	,085	,505	5,404	,000	,708	1,413

a. Dependent Variable: CR

UNIVERSITAS ISLAM INDONESIA

FAKULTAS
BISNIS DAN EKONOMIKA

Gedung Prof. Dr. Ace Partadiredja
Ringroad Utara, Condong Catur, Depok
Sleman, Yogyakarta 55283
T. (0274) 881546, 883087, 885376;
F. (0274) 882589
E. fe@uii.ac.id
W. fecon.uii.ac.id

YUDICIUM THESIS REPORT
MANAGEMENT MAJOR
INTERNATIONAL UNDERGRADUATE PROGRAM, FACULTY OF BUSINESS AND ECONOMICS UII
No.: 01/TE/IPFBE/XII/2022

Bismillahirrahmaanirrahim

Based on the results of the meeting held on December 20, 2022 the Thesis Report Examination Committee decides that :

Name : **UTARI MUTHIA AZZAHRA**
Student Number : **16311063**
Thesis Title : THE INFLUENCE OF CHALLENGE STRESSOR AND JOB DEMAND ON CREATIVITY OF ONLINE RIDE-HAILING DRIVERS THROUGH WORK ENGAGEMENT AS AN INTERVENING VARIABLE

1. **Passes** the business design report examination **with/ ~~without~~** revision
2. ~~**Does not pass the thesis examination**~~

Grade in Letter : **B+**

Content Advisor : Handrio Adhi Pradana, S.E., M.Sc.

Board of Examiner — Signature

Team Leader : Handrio Adhi Pradana, S.E., M.Sc. .....

Member : Andriyastuti Suratman ,S.E., M.M. .....

Should any mistake is found related to the decision, the committee will revoke and revise the decision accordingly.

Yogyakarta, December 20, 2022

Johan Arifin, S.E., M.Si., Ph.D.,CFrA
Dean

Abdur Rafik, S.E., M.Sc.
Head of Undergraduate Program in Management

Note :

1. As Soon as students pass the final project/ compre exams they have to apply for the completion the of the their study (if want to graduate) at the academic academics section of the FBE UII (see the procedure).
2. The date of study completion is not the date when students pass the thesis/comprehensive exams. Instead, it is the date when the faculty issues the letter of study completion.
3. Any failure to apply for a study completion after passing the thesis/comprehensive exams may require students to pay tuition fee that still due.

DECLARATION OF AUTHENTICITY

Here in I declare the originality of the thesis, I have not presented anyone else's work to obtain my university degree, this thesis contains no material previously published or written by another person except where due reference is made by correct citation. This includes any thoughts taken over directly or indirectly from printed books and articles as well as all kinds of online material. It also includes my own translations from sources in a different language. I also agree that the thesis may be tested for plagiarized content with the help of plagiarism software.

Yogyakarata, November 25, 2022

Utari Muthia Azzahra