ABSTRAK

Penelitian ini bertujuan untuk menjelaskan pengaruh *emotional support* terhadap *counterproductive work behavior* yang dimediasi oleh *quality of work life* meliputi *job involvement*, *occupational health and safety* dan *job satisfaction* sebagai bentuk *anticipative resistance of change* pada Unit Usaha Syariah di Jawa Tengah. Pendekatan yang digunakan adalah kuantitatif dengan metode *explanatory*. Sampel dalam penelitian ini sebanyak 428 responden yang dipilih melalui teknik *convenience sampling*. Pengumpulan data dilakukan melalui penyebaran kuesioner, dan data dianalisis menggunakan teknik *Structural Equation Modeling Partial Least Squares* (SEM-PLS) dengan SmartPLS versi 4.0.

Hasil penelitian menegaskan bahwa dalam menghadapi transformasi organisasi, fokus manajemen tidak hanya pada pencapaian tujuan bisnis, tetapi juga pada kesejahteraan karyawan, terutama dalam membangun ikatan sosial yang positif dan kondisi psikologis yang sehat memperhatikan dukungan emosional, kesejahteraan dan kualitas kehidupan kerja sumber daya manusia.

Kesimpulan dari penelitian ini menekankan bahwa ikatan sosial dan psikologis merupakan fondasi penting dalam kehidupan organisasi. Kebijakan yang bersifat relasional, partisipatif, dan humanistik terbukti lebih efektif dalam menciptakan organisasi yang adaptif, sehat secara psikologis, serta mampu meminimalkan resistensi terhadap perubahan dan perilaku kontraproduktif. Temuan ini diharapkan menjadi acuan strategis bagi pengambil kebijakan di tingkat organisasi maupun institusi pada regulasi ketenagakerjaan.

Kata kunci: ***Emotional Support*, *Job Involvement*, *Occupational Health and Safety*, *Job Satisfaction*, *Counterproductive Work Behavior***

ABSTRACT

This study aims to explain the influence of emotional support on counterproductive work behavior, mediated by quality of work life, including job involvement, occupational health and safety, and job satisfaction, as a form of anticipatory resistance to change in Sharia Business Units in Central Java. The approach used was quantitative with explanatory methods. The sample in this study consisted of 428 respondents selected through convenience sampling. Data collection was conducted through questionnaires, and data were analyzed using Structural Equation Modeling Partial Least Squares (SEM-PLS) with SmartPLS version 4.0.

The results confirm that in facing organizational transformation, management's focus is not only on achieving business goals but also on employee well-being, particularly in building positive social bonds and a healthy psychological state, paying attention to emotional support, well-being, and the quality of work life of human resources.

The conclusion of this study emphasizes that social and psychological bonds are essential foundations of organizational life. Relational, participatory, and humanistic policies have proven more effective in creating adaptive, psychologically healthy organizations, while minimizing resistance to change and counterproductive behavior. These findings are expected to serve as a strategic reference for policy makers at the organizational and institutional levels in employment regulations.

Keywords: Emotional Support, Job Involvement, Occupational Health and Safety, Job Satisfaction, Counterproductive Work Behavior