

ABSTRACT

This study explores how high-performing Relationship Manager Funding Transaction (RMFT) employees sustain productivity amid target pressures and digital work demands at PT Bank Rakyat Indonesia (Persero) Tbk., Regional Office 10 Semarang. An exploratory qualitative design with purposive sampling involved 15 RMFT employees who consistently achieved very good performance, with direct supervisors included for source triangulation. Data were collected through in-depth interviews and analyzed thematically through coding, categorization, interpretation, and triangulation. The findings show that productivity is sustained through a dynamic process linking job demands, adaptive responses, work engagement, and job resources. RMFTs respond to target pressures through active coping, reflected in planning, prioritization, pipeline management, monitoring, evaluation, and strategy adjustment, while also adapting relationship approaches to customer conditions. BRISPOOT functions as a technological job resource and decision support when information is translated into priorities and business actions. The fulfillment of autonomy, competence, and relatedness supports motivation and work engagement, manifested in vigor, dedication, and absorption. Work engagement supports the simultaneous management of hunting and farming activities, forming hunting-farming ambidexterity. Leadership, coaching, BRILiaN Way, collaboration, and organizational support function as job resources that help buffer work demands by reducing uncertainty and facilitating problem solving. Overall, the productivity of high-performing RMFTs is better understood as a dynamic process in which work demands are actively managed, job resources are mobilized, and work engagement supports balanced acquisition and development of existing customer relationships.

Keywords: *Job Resources, Productivity, Work Demands, Work Engagement*