

# Performance\_in\_RSUD\_Haji\_of\_South\_Sulawesi\_Province\_in\_2020.pdf

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TIME SUBMITTED	08-SEP-2020 09:15AM (UTC+0700)	CHARACTER COUNT	15275
SUBMISSION ID	1381694717		

# Analysis the Influence of Job Embeddednes and Work Engagement on Improving Employee Performance in Rsud Haji of South Sulawesi Province in 2020

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## Abstract

Performance is the result of quality and quantity of work achieved by employees in carrying out their duties in accordance with the responsibilities given to them. The role of reliable and professional employees is very helpful in improving organizational performance. The quality of employees who are still far from adequate will certainly affect the achievements. This study aims to analyze the Influence of Job Embeddednes and Work Engagement on Improving Employee Performance in RSUD Haji of South Sulawesi Province in 2020. The type of research conducted is quantitative research using observational studies with cross sectional study design. The sample in this study were employees who worked at RSUD Haji with 240 respondents. The results showed there was an influence of job embeddedness on employee performance ( $p = 0,000$ ), there was an influence of job embeddedness on work engagement ( $p = 0,000$ ), there was an influence of work engagement on performance ( $p = 0,000$ ), and there was no influence of job embeddedness on employee performance through work engagement (coefficient = 0.146). It is recommended to the hospital management to increase the embeddedness and engagement of employees, where employees can feel the compatibility of the work and improve the formal or informal relationship between an employee and the hospital environment so that the impact on improving the quality and performance of the hospital.

**Keywords:** Job Embeddedness, Work Engagement, Employees Performance

## Introduction

The success of an organization in carrying out its activities is determined by human resources as the executor of the activity. The success of a public organization is determined by human resources. Research from Rivai & Basri<sup>1</sup> has shown that a pleasant work environment is very important to encourage the most productive levels of employee performance. In daily interactions, between superiors and subordinates, various series of assumptions and other expectations arise.

*Job embeddedness* is a picture of an employee who feels attached to his work or employees with high embeddedness will feel they have a compatibility and comfort with their work and will feel a lot of sacrifice if the employee leaves the job. Mitchell et al<sup>2</sup> develop a concept known as job embeddedness, which explains

the reasons that make an individual survive in an organization.

*Work engagement* is the latest issue in the management of Human Resources (HR). Work engagement is defined as positive, satisfying mental condition associated with work characterized by vigor, dedication, and absorption<sup>3</sup>

Bakker et al<sup>4,5</sup> states that employees who have a higher work engagement, will tend to be more creative, more productive and willing to work extra. Referring to some research results, it can be concluded that work engagement is an important aspect for every employee in completing their work that is believed to be able to improve.

RSUD Haji of South Sulawesi Province is a Class B general hospital in Makassar and has been accredited.

Based on preliminary studies conducted by BOR, it decreased from 2014 to 2018. BOR in RSUD Haji in 2014 and 2015 reached 60%, but decreased in 2016 with achievements of 51.57%, in 2017 it reached 55.67% and in 2018 decreased by 50.57%. Even though the standard value or ideal figure that should be achieved is 60-85%.

Based on the findings in RSUD Haji, warning letters that have been issued in 2017 were 20 warning letters. In 2018 there were 22 warning letters issued by the hospital and in 2019 there were 11 warning letters issued by the hospital. Violations that are often done by employees are late and absent from work. Based on the findings of the number of absences without employee information in 2019 experiencing fluctuations and the most absenteeism in June 2019 that is as many as 454 days. Whereas based on unstructured interviews with patients, patients stated that the services provided to patients who received treatment were still low.

Based on this phenomenon, it can be seen that employee performance control in RSUD Haji is not implemented as well as possible as well as in carrying out the tasks not implemented as well as possible. Mistakes that often occur and happen again due to lack of supervision and evaluation so that the impact on service delivery is less than optimal. The purpose of this study was to analyze the influence of job embeddedness and work engagement on improving employee performance in RSUD Haji of South Sulawesi Province in 2020.

## Materials and Method

### Design of Research and Location

This research was conducted at RSUD Haji South Sulawesi Province. This type of research is quantitative research using observational studies with the Cross Sectional Study approach.

### Population and Sample

The population in this study were all employees working at RSUD Haji of South Sulawesi Province. The sample of this study was 240 people. The sampling technique in this study is Stratified Random Sampling.

### Method of Collecting Data

The instrument used in data collection was a questionnaire. There are two endogenous variables, namely work engagement and performance and exogenous variables namely job embeddedness. The measurement used in the data processing is to use a Likert scale, where respondents state the level of agreement or disagreement regarding various objects regarding the behavior of objects, people, or events<sup>6</sup>.

## Results

### Characteristics of respondents

Table 1. Showing the characteristics of respondents. Most of the respondents in RSUD Haji are at the age level of 20-35 years (40.4%). In terms of gender, the majority of respondents were female, with 155 respondents (64.6%).

**Table 1. Frequency Distribution of General Characteristics of Respondents in RSUD Haji Of South Sulawesi Province**

Characteristics of respondents		N	%	Total
Age	20-35 years	97	40.4	240
	36-45 years	88	36.7	
	> 45 years	55	22.9	
Gender	Male	85	35.4	240
	Female	155	64.6	

**Cont... Table 1. Frequency Distribution of General Characteristics of Respondents in RSUD Haji Of South Sulawesi Province**

Years of Service	1-2 years	45	18.8	240
	3-4 years	65	27.1	
	5-6 years	32	13.3	
	> 6 years	98	40.8	
Last Education	SLTA	40	16.7	240
	Diploma	86	35.8	
	S1	99	41.3	
	Others	15	6.2	
Employment status	Civil servants	106	44.2	240
	Non Civil Servants	130	54.1	
	Others	4	1.7	

**Univariate analysis**

Table 2 explains the percentage of respondents' ratings of the research variables. The results of the study that for the job embeddedness variable which stated good at 45% of employees and those that stated poor at 55% of employees, for the work engagement variable that stated good at 42.9% of employees and those that stated poor at 51.7% of employees for, and for performance variables that state good at 39.2% of employees and those that state bad at 60.8% of employees.

**Table 2. Frequency Distribution of Respondents Based on Research Variables at RSUD Haji of South Sulawesi Province**

Variables	RSUD Haji	
	N	%
Job Embeddedness		
c. Good	108	45.0
d. Poor	132	55.0
Work Engagement		
c. Good	103	42,9
d. Poor	137	57,1
Performance		
c. Good	94	39,2
d. Poor	146	60,8
Total	240	100

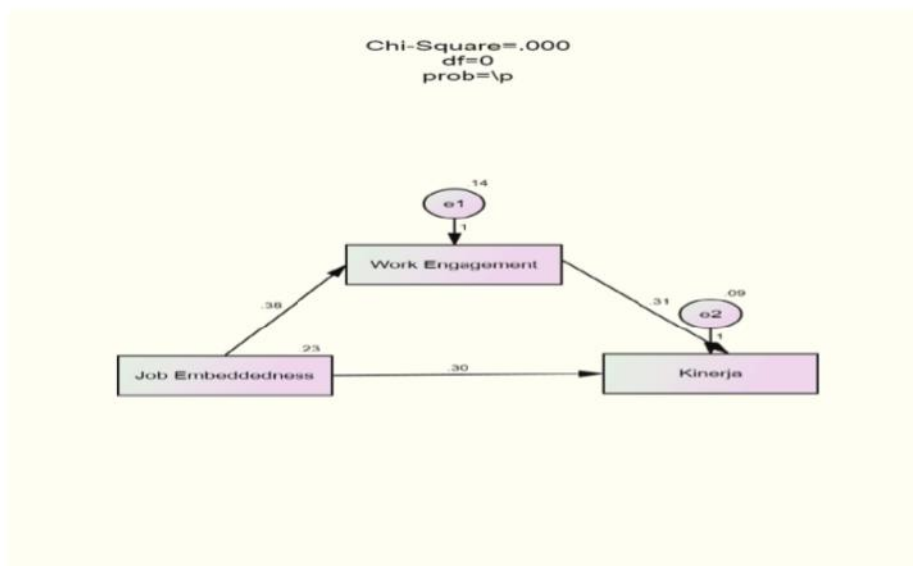
**Bivariate analysis**

There was an influence of the job embeddedness variable on work engagement with a value of  $p = 0,000 < 0,05$  which means that the job embeddedness variable has a significant influence on work engagement, there is an influence of the work engagement variable on performance with a value of  $p = 0,000 < 0,05$  which means that the work engagement has a significant influence on performance in RSUD Haji, Table 3.

**Table 3. Comparison of Sig. in the Anova Table to Test the Effect of Job Embeddedness and Work Engagement Variables on Employee Performance Improvement at RSUD Haji Of South Sulawesi Province**

No.	Variables	Nilai Sig. (tabel Anova)
		RSUD Haji
1.	Job Embeddedness	0,000
2.	Work Engagement	0,000
3.	Performance	0,000

**Multivariate Analysis**



**Figure 1. Analysis of the Path between Job Embeddedness, Work Engagement and Performance**

The picture above explains how closely the direct or indirect influence between variables, namely between the job embeddedness variable to the performance variable through work engagement. Path analysis shows between variables based on a hypothesis. The influence of job embeddedness to work engagement obtained

p value (0.000) < 0.05 which means that there is an influence of job embeddedness to work engagement with a large influence of 0.376 which means that if job embeddedness increases by 1 point, work engagement will increase by 0.376 points.

## Discussion

### **The Influence of Job Embeddedness on Employees Performance**

The results of this study are supported by Baihaqi (2018) based on inferential statistical analysis using path analysis, states that there is an influence between job embeddedness on employee performance that has been proven and the hypothesis is proven and can be accepted. This can be seen from the value of sig. = 0,000 which is smaller than 0.05. Based on data collection from respondents it was found that the application of on the job embeddedness was not good and the performance of its employees was good.

Based on the results of research conducted, it is found that employees in RSUD Haji still have discrepancies/ incompatibility of employees with work performed so that it causes discomfort and feels that RSUDHaji is not a career destination, the employee's relationship with the work environment has not been well established, and employees have not fully felt lost either material and psychology when leaving work.

Overall, the results of this study indicate that the majority of respondents lack job embeddedness. Employees need to have attachment to the organization and community, so as to make the individual feel comfortable, feel emotions and positive perceptions about the work environment so that it can affect the performance of employees. Mitchell et al<sup>3</sup> explained that employees who feel a connection and attachment in the work environment and their organization will tend to survive and improve their performance with the work he has now so that employees can have a high sense of job embeddedness.

### **The Influence of Job Embeddedness on Work Engagement**

Work engagement is a business management concept that states that employees who have high engagement are employees who have full involvement and have a high work spirit in their work and in matters and related to the company's long-term activities. In other words, the definition of work engagement refers to the involvement, satisfaction and enthusiasm of employees at work<sup>7</sup>.

Based on the results of the statistical analysis, it is known that job embeddedness influences work engagement in RSUD Haji. It is important for managers to strengthen work engagement, because employees who are not engaged are the center of the problem if workers lose commitment and motivation and enthusiasm in working<sup>8</sup>. The results of this study are in line with research conducted by Raymond William Ring<sup>9</sup> which states that shows that four of the six dimensions of Job Embeddedness make a significant and unique contribution to Work Engagement. Organizational engagement is positively related to work involvement.

Overall, the results of this study indicate that the majority of respondents lack work engagement. Employees need to have attachment and attachment to their work. There is a positive organizational support associated with welfare at work, so that arises a strong sense of enthusiasm and attachment to work in providing services to patients.

### **The Influence of Work Engagement on Employees Performance**

According to Sinambela<sup>10</sup> argues that employee performance is defined as the ability of employees to do certain skills. Employee performance is very necessary, because with this performance will be known how far the ability of employees in carrying out the tasks assigned.

Based on the results of the statistical analysis conducted, it is known that Work engagement has an influence with the performance of employees in RSUD Haji. The lack of employee engagement not only impacts performance but also increases the desire to move, decreases customer service satisfaction and increases absenteeism.

This is in line with research by Yudha & Fikri<sup>12</sup> which shows that there is a relationship between work engineering and performance at Aisyiyah Hospital in Pariaman City. The effective contribution of the work engagement variable to the performance of the R-square value was obtained, amounting to 26.6%.

Overall, the results of this study indicate that the majority of respondents have low performance. Organizational goals will be difficult or even cannot be achieved if employees do not have good performance,

so they cannot produce good output as well. Employees need to have a sense of attachment and enthusiasm for their work. There is a positive organizational support associated with welfare at work, so that arises a strong sense of enthusiasm and attachment to work in providing services to patients so that it can affect the performance of employees.

### **The Indirect Influence of Job Embeddedness on Employees Performance through Work Engagement**

One hypothesis in this study is to see how the direct influence and indirect influence between job embeddedness on performance through work engagement. Based on the results of the analysis conducted using path analysis it was found that indirectly job embeddedness through work engagement had no direct influence on performance.

There are many things that have been proven to affect individual performance, but during the last decade, a new concept has been developed which is predicted as one of the predictors of performance, namely job embeddedness (Lee, Mitchell, Sablinski, Burton, & Holtom,<sup>12</sup> Sekiguchi, Burton, & Sablinski<sup>13</sup>; Wheeler, Harris, & Sablinski<sup>14</sup> from the results of the study, it was found that job embeddedness is related to performance, both directly and indirectly. Performance can affect the ongoing activities of a company organization, the better the performance shown by employees will be very helpful in the development of the organization or company.<sup>14-16</sup>

### **Conclusion**

The conclusion of this study is that there is an influence on job embeddedness on employee performance, there is an influence on job embeddedness on work engagement, there is an influence on work engagement on employee performance, and indirectly job embeddedness through work engagement does not have a direct influence on performance.

**Ethical Clearance-** Taken from University ethical committee

**Source of Funding-** Self

**Conflict of Interest – Nil**

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