
The Influence Of Job Embeddedness, Leadership And Motivation On Work Engagement And The Organizational Performance : Study In Class Of II/B Of Detention House Of Banda Aceh.

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Abstract

This research is to test the influence of job embeddedness, leadership and motivation on work engagement and its implication on the performance. The research is conducted on the Detention House of Class of II B of Banda Aceh (Rutan Banda Aceh). The population is the employees of Rutan Banda Aceh as much as 110 people and the sample is taken by census method so that provides the 110 respondents. Data is collected by questionnaire. Data is tested by using structural equation modeling (SEM) with through Amos software. The verification result proves that : job embeddedness influences the work engagement; leadership also influences the work engagement; work motivation influence to work engagement; job embeddedness influences organizational performance; leadership influences the performance of the organization; work motivation influences performance of organization; work engagement influences organizational performance. These all findings prove the previous causality theories. The model of this research provide a new premise to be used in the further research. The development of the model is still needed to continue the enrichment in the realm of science especially in the field of management.

Keywords: Job Embeddedness, Leadership, Work Motivation, Work Engagement and Organizational Performance.

1. Introduction

Human resources are central figures in the organization. In order for the management activities to run well, the organization must have a knowledgeable and highly skilled staff and strive to manage the organization optimally so that the performance of employees increases. According (Setiawan & Waridin, 2006), employee performance is the result or work performance determined by the organization.

Based on the observations made by the author in the Detention House of Class of II B of Banda Aceh (Rutan Banda Aceh), there are still many employees who have not been able to empower prisoners, especially in providing services to prisoners and maintaining orderliness in order to avoid commotion outside the detention house.

In the current era of work engagement becomes an important topic for an organization or company where work engagement has been the talk by many management experts in recent years (Saks, 2006). Work engagement is an important notion in organizational behavior written by practitioners and consulting firms. Work engagement is already a concern of practitioners in human resource management.

In an academic context, work engagement deals with other ideas in organizational behavior (Saks, 2006). The idea of organizational behavior is to talk about employee

relationships with organizations. To create a better relationship, then one idea in organizational behavior, employee engagement is different from other ideas such as organizational commitment. Organizational commitment is an attitude and linkage to the organization. While employee engagement is not an attitude, it is the level at which an individual is attentive and happy in performing a given task.

The research conducted by (Hajar, Lubis, & Lubis, 2018) proves that leadership in an organization has an influence in improving the performance of employees in government organizations.

Employee performance in Rutan Banda Aceh Prison is the result of quality and quantity work achieved by the Rutan Banda Aceh Action Officer in accordance with their duties and responsibilities. Based on the observations that the writer did on Rutan Banda Aceh, employees in Rutan Banda Aceh still have not been able to show the performance as expected by the leaders and the hope of the community especially on the empowerment of prisoners, especially in providing services to the targeted and maintaining the order of prisons, so as not to happen the commotion and the escape of prisoners outside prison.

Conditions that have been happening, the decline in the performance of employees in some employees Classroom Rutan Banda Aceh caused by the low job embeddedness of employees who are the factors that cause a person to choose to survive or leave work or organization for the sake of looking for another job that according to some people more good and more provide career opportunities. Factors affecting job embeddedness include links with organizations and communities, fit with organizations and communities, as well as sacrifice with organizations and society. The better these factors affect the employee will be the stronger the employee's desire to stay afloat in his job, as well as the worse the factors are felt by the employee the stronger desire to leave the organization.

The phenomenon associated with job embeddedness of employee in Rutan Banda Aceh still low this can be seen still many employees who still do not want to get involved in the job because they feel unable to run a job that is not in accordance with the field of duty, This will certainly affect to the achievement of the performance of Rutan Banda Aceh room employees.

Then in addition to job embeddedness of employees, one of the factors that give effect to the improvement of employee performance is the issue of leadership factors that have not fully able to improve the performance of employees and organize all the potential resources to achieve organizational goals. In reality, any form of organization definitely requires someone to occupy a position as a leader. A leader always has a mission / goal to be achieved and this goal is only realized when there is cooperation between the leadership and his subordinates. A person who occupies a position as a leader in an organization has a duty to carry out its leadership. In connection with the above in terms of leadership organization can be interpreted the ability to encourage a number of people to work together in carrying out activities that are directed to the common goal.

Another phenomenon associated with employee motivation is the low motivation of employees in performing their duties and functions. Motivation is an incentive made by an employee to achieve a certain goal. The motivation of an individual employee is strongly influenced by two factors: intrinsic factor and extrinsic factor. Intrinsic factors include achievement, self-acknowledgment, the nature of job responsibilities and career development while extrinsic factors include salary, work environment, working relationships. The results of the study (Masrukhin & Waridin, 2006), also convey that performance is influenced by motivator factors that are manifested in success, reward, responsibility, work, and self-development. This theory explains that with the intrinsic change of job satisfaction factors can be motivated. While extrinsic factors only a factor that is preventing the occurrence of job dissatisfaction.

The phenomenon of this research is consistent with the findings of research conducted by (Fairuz, 2016) where the work attachments held by employees have an influence on improving employee performance.

Another phenomenon related to employee motivation is the low motivation of employees working in carrying out their duties and functions.

2. Literature Review

Organizational Performance

The success of an organization is influenced by the performance (job performance) employees. For that every company will strive to improve employee performance in achieving organizational goals that have been set. A well-grown and well-maintained organizational culture will be able to spur the organization toward better development. On the other hand, the leader's ability to drive and empower employees will affect performance.

Performance (performance) has become a very popular word of interest in public management talks. The concept of performance can basically be seen from two aspects, namely the performance of employees (per-individual) and organizational performance. Performance is a description of the level of achievement of tasks in an organization, in an effort to realize the goals, goals, mission, and vision of the organization (Bastian, 2014).

The concept of performance (performance) can be defined as a result of achievement or degree of accomplishment (Keban, 2008). This means that, the performance of an organization can be seen from the extent to which the organization can achieve goals based on predetermined goals. Performance is the result of cooperation activities among members or organizational components in order to realize the goals of the organization. Simply put, performance is a product of administrative activities, namely the activities of cooperation within an organization or group to achieve the purpose of its management commonly referred to as management.

Work Engagement

The term engagement in the context of employee roles began to be discussed fifteen years ago in the business literature and organizational psychology. Research on engagement in developing work led to four different definition constructs and measurement ways. The four constructs include personal engagement, work engagement, burnout / engagement, and work engagement (Freudenberger, 1974).

Kahn was the first person to put forward the concept of engagement with regard to work. Kahn introduces the concept of personal engagement based on the conceptualization of job involvement, organizational commitment, and intrinsic motivation. Kahn defined personal engagement and personal disengagement as the behavior that people carry or leave in themselves during work. Personal engagement is a physical, cognitive, and emotional expression during work. The engaged employee understands the full physically, cognitively and emotionally in her job role (Freudenberger, 1974).

Work engagement is an idea in organizational behavior that has become an attraction in recent years. This attraction arises because work engagement affects the overall performance of the company. In fact, despite the many opinions about factors included in work engagement, there is still a lack of definition and measurement of work engagement (Robertson & Cooper, 2010). Many experts and practitioners provide definitions and measurements in different ways.

Most work engagement is defined as the emotional and intellectual commitment to the organization (Macey & Schneider, 2008) or a number of attempts to exceed the discretionary

effort shown by employees in their work (Schaufeli & Bakker, 2004), as quoted by (Saks, 2006). Employees who are attached to the company will be committed emotionally and intellectually to the company and will give their best effort beyond what is targeted in a job.

Job Embeddedness

(Mitchell & Lee, 2001), reveals that the concept of job embeddedness describes how an employee is tied to the work and organization in which he works because of the accumulation of the effects of on-the-job and off-the-job aspects -the-job).

The stronger relationship between employee and the environment within the organization and with the community outside the organization, and the greater the sacrifices that must be made if leaving the organization and surrounding community, the more strongly the individual perceives himself or she is tied to the organization or with his work .

Leadership

Leadership factor in an organization is very important, especially in directing and controlling resources in organization for the purpose of organization. In the human life in the world encountered cooperative efforts to achieve certain objectives that are mutually agreed upon. Cooperation is done by several people (two or more people) in various activities aimed at goals that are more easily achieved than done individually. And the whole process of cooperation is called the organization.

In reality any form of organization definitely requires someone to occupy a position as a leader. A leader always has a mission / goal to be achieved and this goal is only realized, if there is cooperation between the leadership and his subordinates. A person who occupies a position as a leader in an organization has a duty to carry out its leadership. In connection with the above in terms of leadership organization can be interpreted the ability to encourage a number of people to work together in carrying out activities that are directed to the common goal. According to (Noe, Hollenbeck, Gerhart, & Wright, 2015) defines leadership as follows:

Leadership is a relationship where one person, the leader, influences the other to work together in an effort to work on related tasks, to achieve the things desired by the leader." While the opinion of (Mathis, 2006) states that: "Leadership is a person's ability to convince others so that can be directed maximum to perform certain tasks." Leadership needs to be owned by every candidate leader.

Work Motivation

Motivation comes from the word motive (motive) which means encouragement, cause or reason someone to do something. (Gibson, Ivancevic, & Konopaske, 2012)) states that motivation is a concept used to describe the impulses arising in or in an individual who then moves and directs his behavior. According to (Zainun, 2004), employee work motivation will affect the performance that can be achieved purely arising from within an employee (internal motivation) or motivation comes from outside the employee concerned (external motivation). According to (Zainun, 2004), motivation can be viewed as an integral part of personnel administration in the framework of the process of coaching, developing and directing labor in an organization. Motivation as a positive effort in mobilizing, mobilizing and directing the power and potential of the workforce to be productively succeeded in achieving and realizing predetermined goals and as stimulants to be able to mobilize, mobilize and direct the potential and human power to the desired direction.

According to (Hasibuan, 2014) motivation is the provision of the driving force that creates the excitement of one's work, so that they want to cooperate, work effectively and

integrated with all and its efforts to achieve satisfaction. With the job satisfaction felt by employees will give impact to the achievement of performance either individually or organizationally.

Research Hypothesis

Based on the discussion above, authors provide the hypotheses as follows.

H1: job embeddedness influences the work engagement;

H2: leadership also influences the work engagement;

H3: work motivation influence to work engagement;

H4: job embeddedness influences organizational performance;

H5: leadership influences the performance of the organization;

H6: work motivation influences performance of organization;

H7: work engagement influences organizational performance.

3. Research Method

The object of this research is the Rutan Banda Aceh. The variables are job embeddedness, leadership, work motivation, employee engagement work and employee performance Rutan Banda Aceh. The population is the employees of Rutan Banda Aceh as much as 110 people and the sample is taken by census method so that provides the 110 respondents. Data is collected by questionnaire. Data is tested by using structural equation modeling (SEM) with through Amos software. The SEM equation model is a set of statistical techniques that enable the testing of a relatively complex set of relationships simultaneously (Ferdinand, 2014). The appearance of a complex model leads to the fact that the management decision-making process is a complicated process or a multidimensional process with multiple tiered causality relationships. Therefore we need a model as well as an analytical tool capable of accommodating the multidimensional research.

4. Result

The full stage of SEM model is done by doing conformity test and statistical test. Results of data processing for analysis of full SEM model is shown in the following figure:

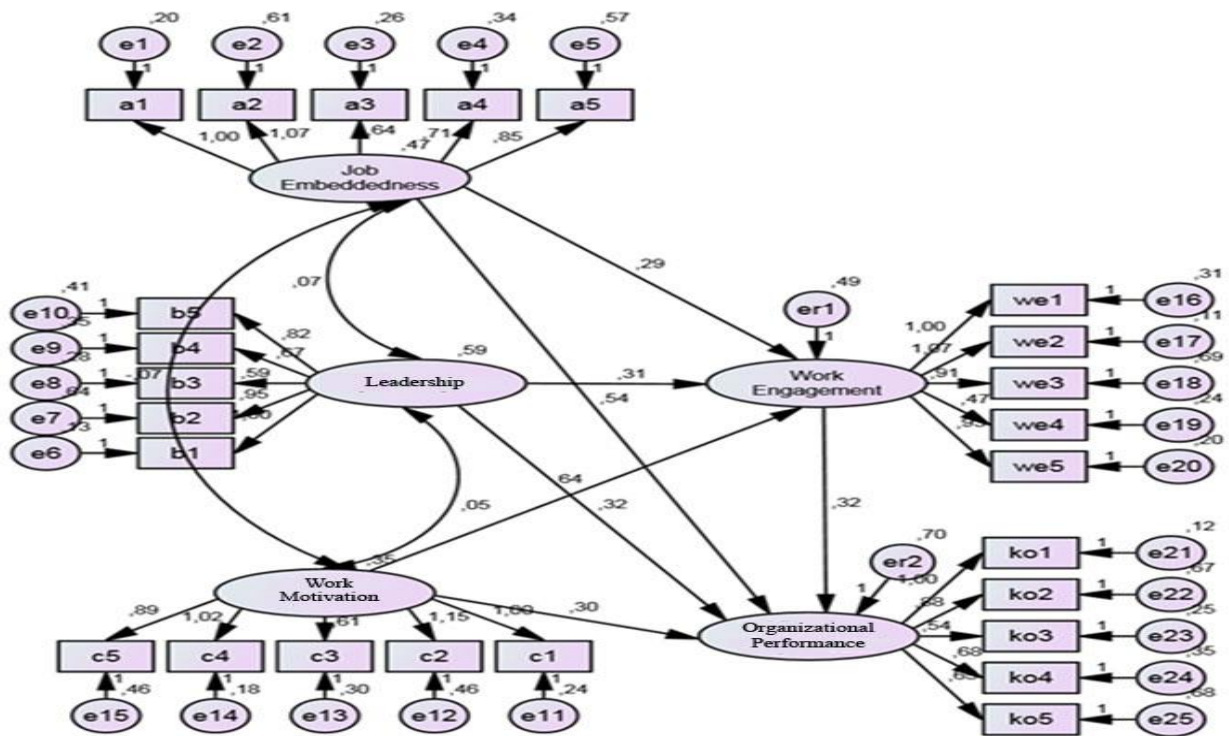


Figure. 1. Structural Equation Model (SEM) Test Result

H1 is accepted: The Influence of Job embeddedness to Employee Work Engagement

The estimation parameter of the effect of job embeddedness on employee work engagement provides CR value of 6.902 and with probability of 0.000. Both values are eligible for H1 acceptance ie CR value of 6.902 which is above 1.97 and the probability is below 0.05.

H2 is accepted: The Influence of Leadership on Employee Work Engagement

The estimation parameter of the influence of leadership on employee work engagement shows CR value of 6.259 and with probability of 0.000. Both values are eligible for H3 acceptance of CR value of 6.259 which is greater than 1.97 and the probability smaller than 0.05.

H3 is accepted: The Influence of Work Motivation to Employee Work Engagement

The estimation parameter of the influence of work motivation on employee work engagement results CR value of 7.114 and with probability of 0.000. Both values are eligible for H2 acceptance i.e. CR value of 7.114 which is above 1.97 and the probability is below 0.05.

H4 is accepted: The Influence of Job embeddedness on Organizational Performance

The estimation parameter of the effect of job embeddedness on organizational performance provides CR value of 5.923 and with probability of 0.000. Both values are eligible for H1 acceptance i.e. CR value of .923 which is greater than 1.97 and its probability smaller than 0, 05.

H5 is accepted : The Influence of Leadership on Organizational Performance

The estimation parameter of the influence of leadership on organizational performance shows CR value of 7.068 and with probability of 0.000. These two values are eligible for H6

acceptance of CR value of 7.068 which is greater than 1.97 and its probability smaller than 0.05.

H6 is accepted : The Influence of Work Motivation on Organizational Performance

The estimation parameter of the influence of work motivation on organizational performance shows CR value of 6.134 and with probability equal to 0,000. These two values are eligible for H5 acceptance ie CR value of 6.134 which is greater than 1.97 and its probability smaller than 0.05.

H7 is accepted : The Influence of Employee Work Engagement on Organization Performance

The estimation parameter of the influence of employee work engagement on organizational performance shows CR value of 6.640 and with probability of 0.000. These two values are eligible for H7 acceptance ie CR value of 6.640 which is above 1.97 with the probability is below 0.05.

5. Conclusion

The verification test proves that: job embeddedness influences the work engagement; leadership also influences the work engagement; work motivation influence to work engagement; job embeddedness influences organizational performance; leadership influences the performance of the organization; work motivation influences performance of organization; work engagement influences organizational performance. These all findings prove the previous causality theories. The model of this research provide a new premise to be used in the further research. The development of the model is still needed to continue the enrichment in the realm of science especially in the field of management.

In order to improve the work engagement and performance of Rutan Banda Aceh organization based on the job embeddedness perspective, there is a need to improve the ability of employees to network in different institutions, so that inter-institutional relationships are better. Then based on leadership perspective, the leaders need to be clear in giving input and criticism to every job done by employee. Furthermore, to improve the motivation there is a necessary to provide life insurance. In order to improve the work Engagement the employee must have good equipment and adequate work to support the achievement of organizational performance. And as for improving the performance of the organization, then that needs to be considered by the leadership is to carry out all service activities in accordance with established procedures, and running smoothly, so that the organization becomes better.

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