
A-M-O Model And Job Embeddedness As Predictors Of Employee Performance : Study In Election Supervision Committee Of Aceh Province

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Abstract

This research examined the effect of human resource management practices on employee performance with job embeddedness components as a mediating variable according to the AMO model of the Aceh Province Election Supervisory Committee (Panwaslih Aceh Province). The population in this study was 43 employees of Panwaslih Aceh Province. Sampling was done by using non-probability sampling method with census method technique (total sampling) with saturated sampling technique. The research model was analyzed using the Partial Least Square (PLS) method. The results of the research at Panwaslih Aceh Province showed that ability affected job embeddedness, motivation affected job embeddedness, opportunity affected job embeddedness, ability affected employee performance, motivation had no effect on employee performance, opportunity had an effect on employee performance, job embeddedness had an effect on employee performance, job embeddedness did not mediate the effect of ability on employee performance, job embeddedness mediated the influence of motivation on employee performance on employees, and job embeddedness mediated the effect of opportunity on employee performance. These findings proved that Job Embeddedness did not have a role as a mediator when Ability affected employee performance, but played a full role when Motivation affected employee performance, and played a partial role when opportunity affected employee performance.

Keywords: Ability, Motivation, Opportunity, Job Embeddedness, Employee Performance.

1. Introduction

Human resources (HR) are certainly one of the important assets of an organization or agency that can mobilize other types of resources. Human resources can affect the efficiency and effectiveness of an organization, this is what causes every organization to realize that it is important to have quality human resources. Because the quality of qualified human resources will give birth to good and satisfying performance, so that it can accelerate the process of achieving organizational or institutional goals. HR boosts the organization by producing work, talent, creativity and motivation. However perfect the technological and economic aspects, without the human aspect as thinker and mover, it will certainly be difficult to achieve organizational goals (Simamora, 2004) in (Saleha, 2018). Therefore, human resources must be managed by the leadership of the institution so that their abilities continue to develop properly so as to create high-performing employees.

Performance is the level of results of a job in quality and quantity achieved by an employee when carrying out his duties in accordance with the responsibilities assigned to him (Mangkunegara, 2013). Employee performance can be interpreted as a manifestation of the work performed by an employee which is used as a reference or basis for evaluating these employees in an organization. Achieving high performance is a step in achieving organizational goals. Therefore, performance can also mean a determining tool for achieving organizational goals, so that organizations need to strive to stimulate employee performance improvements. Efforts to improve employee performance can be carried out through updating HR management practices, which have been one of the factors affecting employee performance. HR management practice is a modern term to replace the term personnel practice or personnel administration, because some researchers or writers think that the scope of personnel practice is narrower than human resource management practice.

One of the concepts of human resource management practices that are currently frequently used is the practice of resource management with the concept of AMO (ability-motivation-opportunity). The AMO concept contains three components, namely employees must have the skills needed, employees need motivation, and there is support from the right superiors to give employees the opportunity to participate in their organizations. (Marin-Garcia & Tomas, 2016). Research on the effect of human resource management practices on the AMO model on employee performance has been conducted by (Tian, Cordery, & Gamble, 2016) and (Khadafi, 2018), Where the research results show that ability affects employee performance, motivation affects employee performance, and opportunity affects employee performance.

Apart from the management practices above, another factor that affects employee performance is job embeddedness. As expressed by (Kismono, 2014) Employees who have job embeddedness in their work will feel more attached to colleagues, jobs and organizations and can express their attachment by maintaining membership in the organization where they work. Besides being able to have a direct influence on performance, Job Embeddedness can also act as a mediator in the relationship between HR management practices and employee performance. This has been proven by the results of research conducted by (Tian et al., 2016). Thus employees who have Job Embeddedness will have good abilities in completing work, high motivation at work, and high opportunities for career advancement so that it will improve employee performance.

The Election Supervisory Committee (Panwaslih) of Aceh Province is one of the government institutions that is responsible for organizing the General Election for political officials, independently and independently (free) from the influence of any various parties related to the implementation of its duties and authorities. Therefore, in carrying out its duties and functions, the Aceh Provincial Panwaslih secretariat must be supported by qualified human resources so that the support given to the community can be maximized in realizing the vision and mission of the Panwaslih organization properly. Furthermore, in order to obtain reliable human resources who can provide good performance, the Panwaslih Aceh secretariat has carried out a recruitment process by observing the needs and the suitability of educational backgrounds with the formation to be occupied. This applies to the admission of civil servants, or so-called PNS, and also for the admission of Non PNS Employees. Where later every employee, both PNS and Non PNS, will have the same position in carrying out their respective duties and functions. To improve employee capabilities, the Aceh Panwaslih secretariat also provides training and technical guidance to employees according to their respective positions.

Another effort made by the Aceh Provincial Panwaslih secretariat in increasing work motivation and emotional attachment between the institution and employees is by providing additional income beyond the basic salary for employees in the form of performance allowances, performance incentives, honoraria for carrying out activities and official trips. In addition, the Aceh Provincial Panwaslih secretariat also provides opportunities for employees to be involved in various matters that can develop their careers. Not only training and training, employees are also given the opportunity to continue their studies.

Even though efforts to improve performance have been made, in fact the performance of the Panwaslih Secretariat staff of Aceh Province is still considered not optimal by stakeholders or parties who have a working relationship with this institution. This is indicated by the low level of discipline on work hours. Even though employees know that their lack of discipline in fulfilling these working hours will have implications for cutting the work intensive or work benefits they will receive. In addition, the work relationship in groups has not yet run according to the work flow mechanism that has been determined. In practice, employees within the Aceh Provincial Panwaslih still have to be directed by their superiors in doing what and who have to be in contact with when they have to complete a task. So that this slows down the process of completing work which ultimately affects the performance of the institution.

As an institution whose function is to supervise, prevent and take action against Election violations, it is appropriate to understand the procedures for receiving reports of violations and making reports on the results of supervision. Implementation in the field shows that obstacles are still encountered in the form of a lack of quality and quantity of human resources in dealing with prosecution of violations so that the handling process is less efficient. This is indicated by the completion of violations which require more time so that they cannot be completed in a short time. Apart from the things mentioned above, in the handling of Election Violations there are still employees who do not understand the procedures for receiving election violation reports and there are still limitations to employees in making reports on the results of supervision which so far still require repeated input and corrections from their superiors.

Based on the description above, it can be seen that although the Aceh Panwaslih secretariat has made efforts to increase employee capacity and increase employee motivation by providing various additional allowances, it turns out that employee performance has not shown satisfactory results both in quality and quantity. On this basis the authors are interested in conducting this research that involves variable of A-M-O, Job Embeddedness and employee performance, in Panwaslih Aceh Province.

2. Study of Literature

Employee Performance

The success of an organization is certainly influenced by employee performance, performance is the result of work in quality and quantity that can be achieved by an employee in carrying out tasks according to the responsibilities assigned to him. (Mangkunegara, 2013). Meanwhile, according to (Soetrisno, 2016) performance is the result of employee work in terms of quality, quantity, working time and cooperation to achieve a goal that has been set by the organization. Employee performance is divided into 3 definitions: task performance, contextual performance, and counterproductive work behavior.

Based on these definitions, it can be concluded that performance means the level of success in carrying out tasks and the ability to achieve predetermined goals. Performance is declared good and

successful if the desired goals can be achieved properly. In this research, the authors used the theory of (Robbins & Judge, 2017) to measure employee performance variable, which revealed that performance can be measured using the following indicators: (1) quantity; (2) quality; (3) working time efficiency; (4) accuracy; (5) maximizing resources; (6) resource maintenance; (7) target realization; (8) loyalty to the organization; (9) discipline; and (10) the ability to solve problems quickly. The use of these indicators in the author's view was appropriate to measure research problems on employee performance variables.

Job Embeddedness

Job Embeddedness is expressed as a network that encourages individuals to stay in the organization, where the network is divided into the organization itself and the community in it (Nostra, 2011). Job embeddedness is a term to represent the reasons that make employees stay in their jobs in the organization. (Reitz & Anderson, 2011) explained that job embeddedness is an attachment to work that makes individuals loyal and keeps trying to work at the company. Job Embeddedness explains the differences in voluntary turnover and job search behavior (Tanova & Holtom, 2008). (Kismono, 2014) expressed the opinion that employees who have Job Embeddedness at work, they will feel more attached to their colleagues, their jobs and their organizations and can express their attachment by maintaining their membership in the organization where they work.

So the authors concluded that Job Embeddedness is an employee's attachment to his job which is illustrated by the employee's reasons for staying in the organization where he works. In measuring Job Embeddedness in this study, the authors used indicators according to (Reitz & Anderson, 2011) namely: (1) Relationships with colleagues, (2) suitability of work with believed values, (3) suitability with society or the work environment, (4) suitability of work with personal desires and the future, (5) value missing material, (6) Away with relatives, which in the author's view were in accordance with the problem of the job Embeddedness variable being studied.

AMO Theory (Ability, Motivation, Opportunity)

In an organization, what is very important to note is HR as the main support in the process of achieving organizational goals. HR is in a strategic position in an organization, therefore HR must be moved effectively and efficiently so that it has a high level of efficient results. HR management can be interpreted as a series of strategic processes and activities designed to support company goals and objectives by integrating the needs of the company and its employees (Zainal, 2015). According to (Dessler & Angelica, 2016) stated that HR management is a policy and practice to determine HR or human aspects in a placement in management, including recruiting, screening, training, rewarding and assessing.

HR management practice functions as disclosed by (Zainal, 2015) is to determine the level of quality and quality of employees who will fill every position and position in the company; guarantee the availability of present and future workers in the company, so that every job is done; avoiding mismanagement and overlapping in the implementation of duties; facilitate coordination, integration, and synchronization (KIS) so that work productivity can increase; avoid shortages as well as excess employees; serve as guidelines in determining employee recruitment, selection, development, compensation, integration, maintenance, discipline and dismissal programs; serve as guidelines in carrying out mutations (vertical or horizontal); as well as being the basis for evaluating employees.

The ability-motivation-opportunity (AMO) theory was originally born from a theoretical discourse between industrial psychology, which considered that performance is a function of training and selection (which is called ability), and social psychology, which believed that motivation is very important in performance (Macinnis & Jaworski, 1989). The AMO theory was first put forward by (Vroom, 1964) quoted by (Blumberg & Pringle, 1982) which adopted an interactive relationship taking into account abilities and motivation, and described performance with the function $P = f(A \times M)$.

Furthermore, (Blumberg & Pringle, 1982) even developed a new model, namely a model involving opportunities. Thus, performance was a function of capacity to perform (including variables of age, knowledge, level of education, and energy level), willingness to do (including variables of motivation, job satisfaction, personality, values, and expectations), and opportunity to do (including variables working conditions, equipment, materials, leader behavior, procedures and time) so that three variable elements were determined to support performance, namely: opportunity, capacity, and willingness, assuming an interactive model ($P = f(O \times C \times W)$) (Blumberg & Pringle, 1982).

Subsequent developments in the AMO concept included the thought of (Bailey, 1993) in (Marin-Garcia & Tomas, 2016), who proposed that AMO should ensure employee discretionary efforts with three components, namely: employees must have the necessary skills, employees need motivation, and there is support from the right superiors to provide opportunities for employees to participate in their organizations. Furthermore, the model was again illustrated in the high performance work system (HPWS) concept developed by (Appelbaum & Mackenzie, 2000), and presented three elements that can improve employee performance: individual ability (A), motivation (M), and opportunity to participate (O) (Marin-Garcia & Tomas, 2016). In the process of its development, the AMO theory also gave birth to the concept of high performance work practices (HPWP), which can also be referred to as high commitment management, high involvement management, and innovative work practices (Marin-Garcia & Tomas, 2016).

Ability

Ability describes the capacity of a person or individual in performing a task at a job (Robbins & Judge, 2017). Ability can be interpreted as the ability or ability of a person or individual to master a skill and can be used to carry out tasks in a job. From the literatures, the authors concluded that Ability simply describes the capacity of an employee in performing his duties. The author also decided to measure the variability of ability in this study using indicators according to (Robbins & Judge, 2008) consists of: (1) being able to complete tasks on time for service tasks, (2) how to work on routine tasks, (3) creative, (4) innovative, (5) ability to count quickly, (6) ability to operate computer, (7) have an educational background in accordance with their field of work, (8) often attend training in their respective fields, (9) master their work well, (10) frequency of moving workplaces. According to the author's view, these indicators were in accordance with the problem of the Ability variable being studied at.

Motivation

According to (Zainal, 2015), motivation defines conditions that affect to generate, direct and also maintain human behavior related to the work environment. Work motivation is a condition that creates an impetus or awakens the work spirit of an employee to achieve company goals. (Robbins & Judge, 2017) defined motivation as processes that take into account the intensity, direction and persistence of an individual to achieve a goal. There are several types of

motivation suggested by (Hasibuan, 2016), explained that there are two types of motivation, namely: (1) positive motivation, namely stimulation provided by the leader in the form of gifts, and (2) negative motivation, namely stimulation provided by the leader in the form of punishment. These two types are related to the concept of reward and punishment. Thus, from some of the literature the authors conclude simply that motivation explains stimuli in influencing human behavior to perform better. Furthermore, in this study the authors measured motivation using indicators that were considered appropriate to the problem of the motivation variable in the research model, namely indicators according to (Robbins & Judge, 2017) consisting of: (1) The suitability of the business with the results achieved, (2) The level of effort that has been done is higher than that of other employees, (3) Hard work in completing work optimally according to the targets that have been set, (4) The possibility of get a bonus/salary, (5) The possibility of employees to have the opportunity to develop skills and abilities in their field of work, (6) The possibility of obtaining continuity in receiving bonuses beyond the basic salary, (7) The possibility of employees getting a promotion from the leadership, (8) Salary or compensation that is sufficient, (9) A salary or compensation that can fulfill one's desires.

Opportunity

Every employee has the opportunity to expect a higher position or position with the ability and opportunity that someone has in his workplace to answer a future challenge in developing human resources in the office which is a must and absolutely necessary. (Zainal, 2015) explained that the opportunity (opportunity) in work is a high level of performance which is partly a function of the obstacles that control employees. Even though an employee may be willing and able to do the job, it is likely that there are obstacles that are getting in the way of it. Therefore, the higher the ability, motivation and opportunity of employees, it will be able to create a high level of performance.

From some literatures described above, the authors summarized that opportunity can be interpreted as an opportunity that exists within the organization for employees to develop themselves. The authors viewed that measuring the Opportunity variable in this study can use indicators stated by (Robbins & Judge, 2017) namely: (1) Clear and barrier-free communication, (2) Information disclosure, (3) Opportunity to develop, (4) Providing time for learning, which according to the authors these indicators were in accordance with the opportunity variable problem in this study.

Research paradigm

Based on the discussion of the problems and research literature, the researcher formulated the research paradigm and hypothesis as follows.

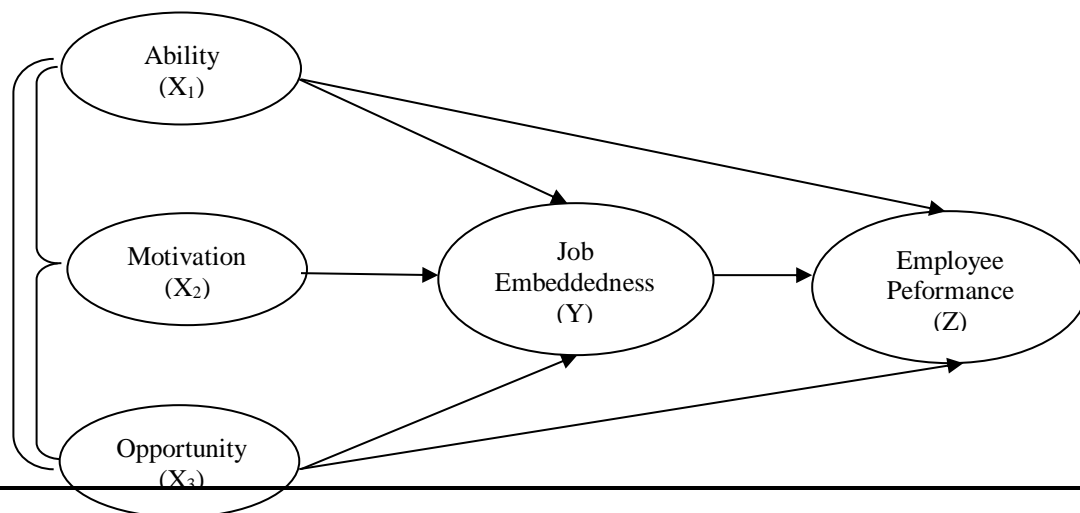


Figure 1. Research Model

Research Hypothesis

- H1: Ability affected job embeddedness in Panwaslih Aceh Province.
- H2: Motivation affected job embeddedness in Panwaslih Aceh Province.
- H3: Opportunity affected job embeddedness at Panwaslih Aceh Province.
- H4: Ability affected Employee Performance at Panwaslih Aceh Province.
- H5: Motivation affected Employee Performance at Panwaslih Aceh Province.
- H6: Opportunity affected Employee Performance at Panwaslih Aceh Province.
- H7: Job embeddedness affected employee performance at Panwaslih Aceh Province.
- H8: Job embeddedness mediated the effect of ability on employee performance at Panwaslih Aceh Province.
- H9: Job embeddedness mediated the influence of motivation on employee performance at Panwaslih Aceh Province.
- H10: Job embeddedness mediated the influence of Opportunity on employee performance at Panwaslih Aceh Province.

3. Research Method

This study used an object, namely Panwaslih Aceh Province. As for the research variables were the ability, motivation, opportunity, and employee performance with job embeddedness as mediator. The population of this study was 43 employees of Panwaslih Aceh Province. The method used in this research was non-probability sampling, which does not involve random selection or techniques that do not provide equal opportunities or opportunities for each element or member of the population to be selected as a sample (Sugiyono, 2008). The non-probability sampling technique chosen was a census sampling or saturated sampling, which makes all members of the population the respondents of the research sample (Sugiyono, 2013).

The type of data taken is the primary data, namely data that is not yet available in the scope of observation, but there must be interaction between researchers and respondents (Juliandi, Irfan, & Manurung, 2014). Data was collected in this study by distributing questionnaires to research respondents. This distribution was carried out by researchers at the place that was the object of observation. This study used a multicotomic questionnaire model (many answer choices) where the subject had 5 response options with a Likert scale, namely from strongly disagree, disagree, disagree, agree, and strongly agree.

The research model was analyzed using the Partial Least Square (PLS) method. Partial Least Square is a predictive technique that is able to analyze many independent variables, even though there is multicollinearity among the independent variables (Ramzan & Khan, 2010). PLS is an analysis method that is soft modeling because the analysis is not based on the assumption that the data must be on a measurement scale, data distribution (distribution free) and a certain sample size limit, which means that the number of samples can be small (under 100 samples). PLS can be used for all types of data with nominal, ordinal, and interval, ratio and has more flexible assumption requirements than covariance-based structural equation modeling (SEM). PLS can also be used to measure the relationship of each indicator with its construct. In addition,

PLS can perform bootstrapping tests on structural models that are outer model and inner model. In this study, researchers used indicators to measure each construct, and the measurement model was structural, so the researcher decided to use the PLS method as a test analysis tool.

Based on the explanation above and figure 1, the research model can be stated as follows:

$$Y = \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e_1$$

$$Z = \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 Z + e_2$$

or

$$\text{Job embeddedness} = \beta_1 \text{ability} + \beta_2 \text{motivation} + \beta_3 \text{opportunity} + e_1$$

$$\text{Employee Performance} = \beta_1 \text{ability} + \beta_2 \text{motivation} + \beta_3 \text{opportunity} + \beta_4 \text{job embeddedness} + e_2$$

To test the hypothesis on the indirect relationship, this research used an approach from (F. Hair Jr, Sarstedt, Hopkins, & G. Kuppelwieser, 2014). The procedure was developed by (Sobel, 1982), able to test the mediation hypothesis and is known as the Sobel Test. Sobel analysis was used as a method of testing the role of the mediator variable in this research, namely job embeddedness.

4. Result and Discussion

The structural model analysis that explains the effect test between variables is presented in the following path diagram.

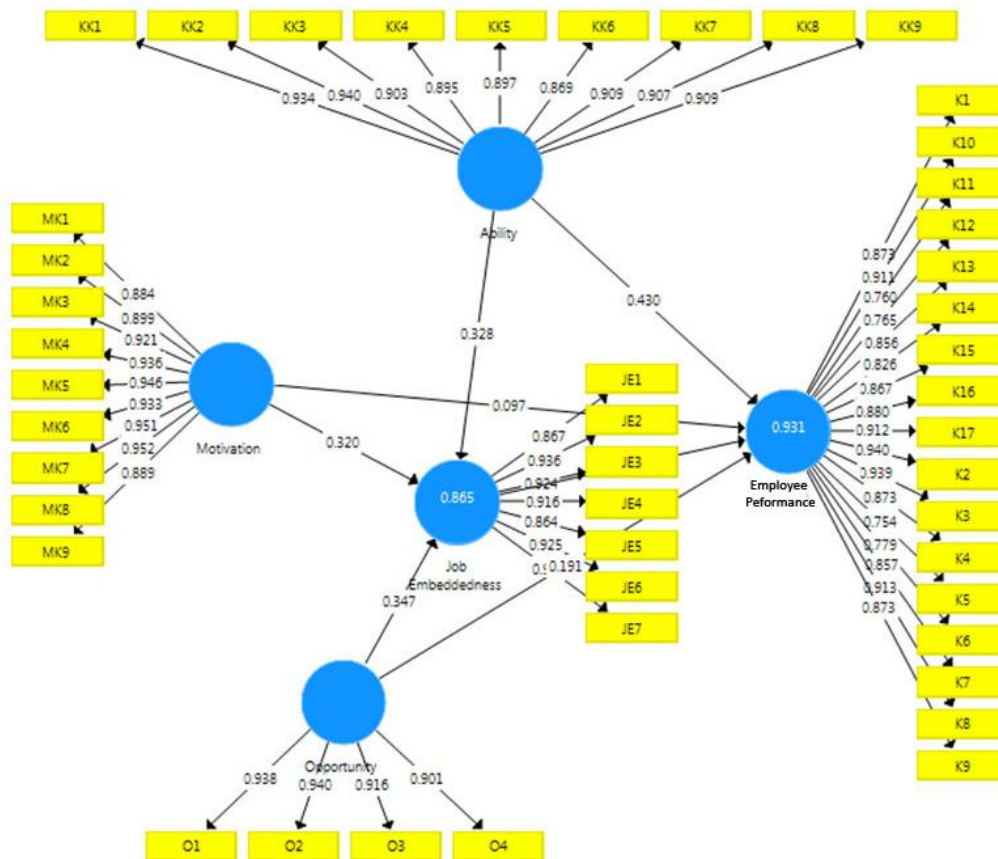


Figure 2. PLS Result

Direct Effects and their Coefficients

In conducting tests to produce the significance value of the prediction model in the structural model, it can be seen through the t-statistic value between the independent variable and the dependent variable in the Path Coefficient. The table produced by Smart PLS can be seen below.

Table 1. Path Coefficient

Variable	Original Sample	Standard Error	T Statistics
Ability -> Job Embeddedness	0.328	0.123	2.665
Motivation -> Job Embeddedness	0.320	0.101	2.651
Opportunity -> Job Embeddedness	0.347	0.105	3.316
Ability -> Employee Performance	0.430	0.106	4.049
Motivation -> Employee Performance	0.097	0.101	0.959
Opportunity -> Employee Performance	0.191	0.073	2.621
Job Embeddedness -> Employee Performance	0.303	0.109	2.693

Source: Data processing with PLS (2020)

From table 1 above. The direct effect can be explained per hypothesis, namely:

H1: Ability affected job embeddedness in Panwaslih Aceh Province

The effect of Ability on Job Embeddedness has a coefficient value of 0.328 with a t count of 2.665. The value of t count is higher than the value of t table or 2.019. This figure shows that Ability had a significant effect on Job Embeddedness. The results of this evidence are in line with the research results that has been made by (Tian et al., 2016) where the research result showed that ability had a significant effect on Job Embeddedness. In other words, ability was one of the factors that affect Job Embeddedness.

Ability is a person's ability to complete the tasks assigned to him. If an employee has the ability to complete a task, the employee will receive support from the boss and feel comfortable in the workplace because he feels needed and has a role in it. So that it can make employees feel tied to the place where they work. This attachment of employees to their workplaces is called Job Embeddedness.

H2: Motivation affected job embeddedness at Panwaslih Aceh Province

The influence of Motivation on Job Embeddedness has a coefficient value of 0.320 with t count of 2.651. The value of t count is higher than the value of t table or 2.019. This figure shows evidence that motivation had a significant effect on Job Embeddedness. The results of this evidence are in line with the research result that has been made by (Tian et al., 2016) which revealed that motivation had a significant effect on Job Embeddedness. In other words, Motivation was a factor that affects employee Job Embeddedness.

The motivation variable had an influence on employees to be tied (Job Embeddedness) with Panwaslih Aceh Province. This was influenced by the level of employee satisfaction with the salary/benefits received where the salary/benefits can meet their needs. The salaries / rewards received by Panwaslih Aceh employees were generally in accordance with the efforts they have given to the institution so far.

H3: Opportunity affects job embeddedness at Panwaslih Aceh Province

The effect of Opportunity on Job Embeddedness has a coefficient value of 0.347 with t count of 3.316. The value of t count is higher than the value of t table or 2.019. This figure shows evidence that empowerment had a significant effect on Job Embeddedness. The results of this evidence are in line with the research result that has been made by (Tian et al., 2016) which revealed that Opportunity had a significant effect on Job Embeddedness. In other words, Opportunity was a factor that affects employee Job Embeddedness.

Based on interviews and direct observation, Panwaslih Aceh employees generally thought that they had the potential to develop in the future. This was influenced by the attitude of the leader who had open communication. So that with easy communication capital provided opportunities for all employees to give opinions in career development and increase the ability of employees according to their respective jobs. This open communication between superiors and subordinates has actually influenced Panwaslih Aceh employees to stay afloat and feel tied to their place of work.

H4: Ability affected the performance of employees at Panwaslih Aceh Province

The influence of Ability on Employee Performance has a coefficient value of 0.430 with a t count of 4.049. The value of t count is higher than the value of t table or 2.019. This figure shows evidence that Ability had a significant effect on employee performance. The results of this evidence are in line with the research result that has been made by (Tian et al., 2016), (Khadafi, 2018), (Kasenda & Mintardjo, 2016), (Rambi, Lengkong, & Jorie, 2015) and (Hasanah, 2019) which revealed that ability had a significant effect on employee performance.

With the level of influence of 43% Ability on the performance of Panwaslih Aceh Province employees, ability should be an important concern for the leadership in determining policies to improve employee performance. The perceived ability value at Panwaslih Aceh Province still has a poor perception value which is the same as the perceived performance value. So that with the ability to affect 43% of the performance of Panwaslih Aceh Province employees there must be efforts to make improvements to the indicators measuring the ability variable.

From several indicators that measured the ability variable, there are 2 indicators that become the most prominent problems in Panwaslih Aceh Province, namely “staff placement that do not match their educational background” and “the lack of participation of employees in training or technical guidance, staff assignments that do not match their educational backgrounds are still found in Panwaslih Aceh Province. So that the field of work assigned to employees is very much related to the educational background of the employee concerned, such as alumni of religious education assigned to finance. In addition to the problem of educational background that is not suitable for work. Staff at Panwaslih Aceh Province also rarely received capacity building in the form of training or technical guidance. So that this results in employees becoming less able to master their field of work properly which in turn affects the achievement of poor performance.

H5: Motivation affected the performance of employees at Panwaslih Aceh Province

The influence of motivation on employee performance has a coefficient value of 0.097 with t count of 0.959. The value of t count is lower than the value of t table or 2.019. This figure shows evidence that motivation had no significant effect on employee performance. The results of this evidence are not in accordance with the research that has been conducted by (Tian et al., 2016), (Khadafi, 2018), (Kasenda & Mintardjo, 2016), (Rambi et al., 2015) and (Hasanah, 2019)

where the research result showed that motivation had a significant effect on employee performance.

Motivation has not had an effect on the performance of Panwaslih Aceh Province employees, it can be seen from the attitude of employees in carrying out daily tasks. Even though employees get the same amount of salary and performance incentives, the performance produced by employees both in quality and quantity is different. In general, the perceived performance value of Panwaslih Aceh Province employees is still not good.

The problem of not having an effect on motivation on performance is not caused by the low perceived value of the Motivation rater indicators such as the high and low salary/reward factors. Whether the salary is satisfactory or not in fulfilling the needs or desires and whether there is a reward for employees who perform well, but more because they are not given strict punishment for employees who do not perform well.

Based on the result of interviews with staff, the information obtained that so far there has been no rigorous evaluation of employee performance using more measurable indicators. In addition, there are no significant sanctions for employees who have not performed well, so that there is a gap between employees who really want to perform and those who do not.

With the circumstances as above, employees only work to the extent of fulfilling their obligations, not pursuing quality and quantity in order to improve institutional performance to be even better. So with these conditions employees only think about how to continue to stay where they work but with mediocre performance. Thus Motivation at Panwaslih Aceh Province only affects job embeddedness to where he works because he feels comfortable and satisfied with a number of salaries / rewards received according to the business he does.

H6: Opportunity affected the performance of employees at Panwaslih Aceh Province

The influence of Opportunity on Employee Performance has a coefficient value of 0.191 with a t count of 2.621. The value of t count is higher than the value of t table or 2.019. This figure shows that Opportunity had a significant effect on Employee Performance. The results of this evidence are in line with the research result that has been made by (Tian et al., 2016), (Khadafi, 2018), (Kasenda & Mintardjo, 2016), (Rambi et al., 2015) and (Hasanah, 2019) where the research result indicated that Opportunity had a significant effect on employee performance.

H7: Job embeddedness affected the performance of employees at Panwaslih Aceh Province

The effect of Job Embeddedness on Employee Performance has a coefficient value of 0.303 with t count of 2.693. The value of t count is greater than the value of t table or 2.019. This figure shows that Job Embeddedness had a significant effect on Employee Performance. The results of this evidence are in line with the research result that has been made by (Tian et al., 2016), (Subkhi & Danupranata, 2016), (Baihaqi, Sunuharyo, & Sulistyono, 2018), (Pekasa & Rostiana, 2018), and (Simanjuntak, 2018) where the research result showed that Job Embeddedness had a significant effect on employee performance.

Mediation Testing

H8: Job embeddedness mediated the effect of abilities on employee performance at Panwaslih Aceh Province

Testing the mediation effect of Job Embeddedness on Ability that affected Employee Performance can be explained as follows:

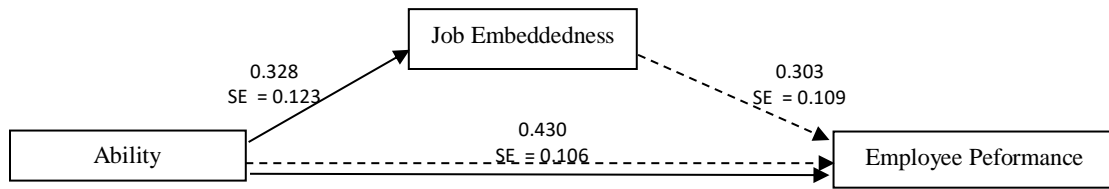


Figure 3. Testing the Effect of Ability on Employee Performance through Job Embeddedness

Based on Figure 3. The result of the sobel test can be seen in table 2 below.

Table 2. Sobel Test of the Effect of Ability on Employee Performance through Job Embeddedness

Input:		Test statistic:	Std. Error:	p-value:
a	0.328	Sobel test: 1.92437628	0.05164479	0.05430744
b	0.303	Aroian test: 1.86263587	0.05335664	0.06251351
s _a	0.123	Goodman test: 1.99269346	0.0498742	0.04629502
s _b	0.109	Reset all	Calculate	

From the calculation of the sobel test, the result is 1.924 and it is significant at $\alpha = 0.054$. Therefore, Job Embeddedness did not act as a variable that mediated between Ability and Employee Performance. The result of this evidence does not support the research that has been made by (Tian et al., 2016) which provided evidence that Job Embeddedness mediated the effect of ability on employee performance.

H9: Job embeddedness mediated the influence of motivation on employee performance at Panwaslih Aceh Province

Testing the mediation effect of Job Embeddedness on Motivation that affected Employee Performance can be explained as follows:

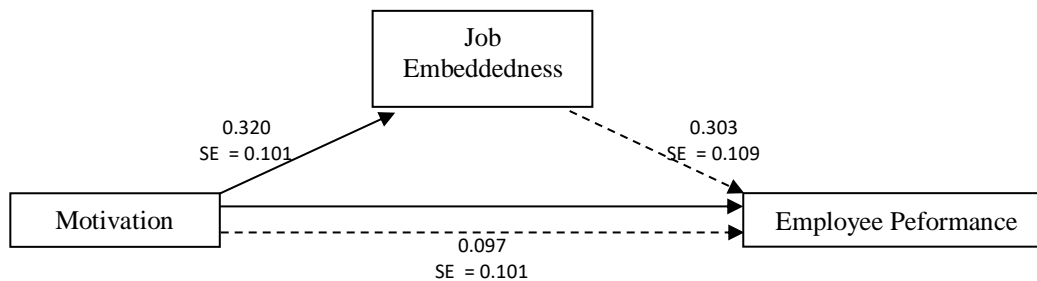


Figure 4. Testing the Effect of Motivation on Employee Performance through Job Embeddedness

Based on Figure 4, the results of the sobel test can be seen in table 3 below.

Table 3. Sobel Test of the Effect of Motivation on Employee Performance through Job Embeddedness

Input:		Test statistic:	Std. Error:	p-value:
a	0.320	Sobel test: 2.08955909	0.04640213	0.03665742
b	0.303	Aroian test: 2.0331217	0.04769021	0.04204023
s _a	0.101	Goodman test: 2.15097339	0.04507727	0.0314783
s _b	0.109	Reset all	Calculate	

From the calculation of the sobel test, the result is 2.0895 and significant at $\alpha = 0.0366$. Therefore, Job Embeddedness acted as a variable that mediated between Motivation and Employee Performance. So that, because Job Embeddedness had a significant effect, then it acted as a mediating variable, and directly motivation did not have a significant effect on employee performance, then the role of Job Embeddedness in mediating the relationship between Motivation and Employee Performance was as a fully mediator. The results of this evidence are in line with the research result that has been made by (Tian et al.. 2016) which proved that Job Embeddedness mediated the influence of motivation on employee performance.

H10: Job embeddedness mediated the influence of Opportunity on employee performance at Panwaslih Aceh Province

Testing the mediation effect of Job Embeddedness on Opportunity that affected Employee Performance can be explained as follows:

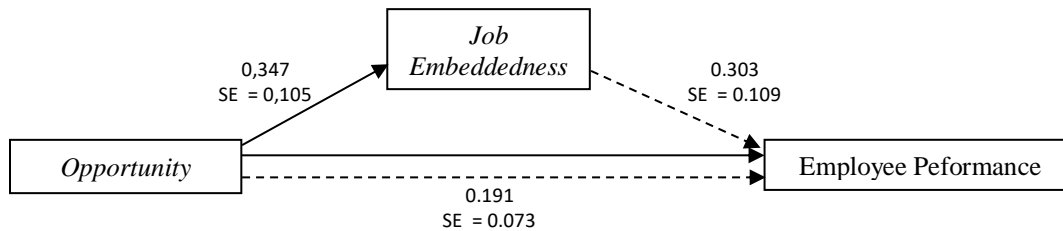


Figure 5. Testing the Effect of Mediating Opportunity on Employee Performance through Job Embeddedness

Based on Figure 5, the result of the sobel test can be seen in Table 4 below.

Table 4. Sobel Test of the Effect of Mediating Opportunity on Employee Performance through Job Embeddedness

Input:		Test statistic:	Std. Error:	p-value:
a	0.343	Sobel test: 2.11704383	0.04909157	0.03425613
b	0.303	Aroian test: 2.06175463	0.05040804	0.0392311
s _a	0.105	Goodman test: 2.17703374	0.04773881	0.02947805
s _b	0.109	Reset all	Calculate	

From the calculation of the sobel test, the result is 2.117 and it is significant at $\alpha = 0.034$. Therefore, Job Embeddedness acted as a variable that mediated between Opportunity and Employee Performance. So, because Job Embeddedness had a significant effect and it acted as a

mediating variable, and also directly the Opportunity had a significant effect on Employee Performance, so the role of Job Embeddedness in mediating the relationship between Opportunity and Employee Performance was as a partial mediator. The results of this evidence are in line with the research result that has been made by (Tian et al. 2016) which revealed evidence that Job Embeddedness mediated the effect of Opportunity on employee performance.

5. Conclusion

The results of the research at the Aceh Province Panwaslih revealed that Ability affected Job Embeddedness, Motivation had an effect on Job Embeddedness, Opportunity had an effect on Job Embeddedness, Ability had an effect on Employee Performance, Motivation had no effect on Employee Performance, Opportunity had an effect on Employee Performance, Job Embeddedness had an effect on Employee Performance, Job Embeddedness did not mediate the influence of Ability on Employee Performance, Job Embeddedness mediated the influence of Motivation on Employee Performance on Employees, and Job Embeddedness mediated the influence of Opportunity on Employee Performance. These findings provide that Job Embeddedness did not have a role as a mediator when Ability affected employee performance, but played a full role when Motivation affected employee performance, and played a partial role when the opportunity affected employee performance.

These findings can be a contribution to the academic area, where Job Embeddedness had different roles in a model that used government agencies such as the Aceh Provincial Panwaslih as object. Further research can also focus on developing models such as adding moderator variable to the role of ability on employee performance, where Job Embeddedness does not act as a mediator, or look for other variables that are thought to be a mediator in the role of Ability on employee performance. These findings also contribute to practitioners to become the rationale for the application of quality management techniques. Especially for the research object, namely Panwaslih Aceh Province, in order to focus its management development on this research variable, in accordance with the concept of the path of influence. The limitation of this research is the number of variables, and research scope.

As input for policy evaluation on the object of research, the weakest indicators of each research variable after measurement are : the performance variable is the "level of intelligence required by the agency", the Job Embeddedness variable is "the suitability of the job with the values believed". the Ability variable's indicators are "innovative" and "Often participates in training in the field", the Motivation variable is "Salary or reward is sufficient", and the Opportunity variable is " giving time to learn ". The low average value on the Likert scale for these indicators illustrates that future strategic adjustments must be based on these things. To increase the score, a combination of strategies between variables can be formulated and of course the implementation must be based on existing research models.

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