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from the
DESK
of the **EDITOR**

Dear Readers,

Our journal enter second year! Yeay!

All of the topics issued in this edition are interesting. **Utomo** et al. invite us to discuss influence social media marketing activities, electronic word of mouth and brand equity on product purchase intention skincare local brand. **Jefriyanto** et al. talk about the influence of job embeddedness on employee performance mediated by work engagement and OCB at Klaten District, **Panggabean** et al. deliver their research result about the influence of leadership, work environment, and motivation on employee performance at PT Modern Polaris Teknologi Jakarta; **Yanuri** and **Subyantoro** tell us about the effect of transformational leadership style on performance of civil servant teacher at SMKN 3 Wonosari Gunungkidul with work commitment as an intervening variable; then **Nursiyami** and **Mardiana** present their research result about the role of job satisfaction as a mediation variable of the influence of work stress on teacher performance SMK 1 Gedangsari, **Nuraini** and **Pratiwi** write about the influence of workload and achievement motivation on performance at Yogyakarta State SMA/SMK Finance Section Official. **Trihadi** and **Warsiki** discuss the influence of work discipline, work motivation, and work environment on the performance of implementing staff in the Pamong Praja Police Unit in Yogyakarta, while **Bangun** et al. write about the comparison of banking profitability before and during covid-19 at banks registered on the IDX in 2017-2022.

We will publish a new edition every May and November, so make sure you take part in it.

Happy reading!

Editorial Team

Influence of Job Embeddedness on Employee Performance Mediated by Work Engagement and OCB on Klaten District

Johan Jefriyanto¹, Hery Sutanto², Tri Mardiana³

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Abstract

The purpose of this study is to examine the effect job embeddedness on employee performance, work engagement mediate influence job embeddedness on employee performance, and organizational citizenship behavior mediate influence job embeddedness on employee performance. This research conducted in CV. Gunawan Budi Farm, Klaten Regency. The Methods of data processing and data analysis in this study using descriptive and quantitative analysis. The population in this study amounted to 33 employees and used a census technique in taking the sample. The analysis technique in this study uses partial least square (PLS). Collecting data in this study using a questionnaire. The results of the analysis in this study show that :job embeddedness positive and significant effect on employee performance work engagement mediate positive and significant influence job embeddedness on employee performance, and organizational citizenship behavior mediate positive and significant influence job embeddedness on employee performance at CV. Gunawan Budi Farm, Klaten Regency.

Keywords: Education Level, Work Experience, Work Placement, Employee Performance.

Introduction

The broiler and laying hens industry is a house hold industry to companies which are able to make a real contribution to the Indonesian economy. One of the business entities that stand in the chicken cutting and laying industry, named CV. Gunawan Budi Farm located in Klaten Regency, Central Java. Production and sales data in CV. Gunawan Budi Farm in quarter I to quarter IV in 2020 and quarter I to quarter II in 2021 did not meet the targets set. This can be caused by the key performance of employees who have not been maximized. Employees performance in CV. Gunawan Budi Farm measured according to the opinion of Hasibuan (2017) which among others are: loyalty, work performance, honesty, discipline, and creativity. Employee performance is the result of work achieved by a person in carrying out the tasks assigned to him based on skill, experience, sincerity and time (Hasibuan, 2017). Employee performance is influenced by the employee's sense of attachment to the job and the organization which is influenced by aspects of the job (on the job) and outside of work (off the job).

The stronger the fit and the relationship between individual employees and the community that exists in organizations and organizations, and the greater the perceived benefits derived from the sacrifices made when leaving the community in

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organizations and organizations, this shows that the more the individual perceives himself to be bound by organization and with the community in the organization. This will have a positive impact on the community in organizations and organizations (Mitchell et. al, 2001). This shows an influence job embeddedness on employee performance (Mitchell et. al, 2001; Holtom et. al, 2006; O. Ed and Mary, 2011).

O. Ed and Mary (2011) stated that job embeddedness is attachment to work that makes individuals loyal and keep working for the company. Condition Job embeddedness at CV. Gunawan Budi Farm in terms of its elements according to the opinion of Mitchell et. al (2001) namely: fit, link, and sacrifice. Lack of sense of conformity from employees, lack of synergy with the community and CV. Gunawan BudiFarm, and the appropriate feelings from the results of the sacrifices they make make these employees feel less motivated to devote their dedication, devote their energy and mentality to work, and are less able to concentrate at work. This indicates that job embeddedness affect conditions work engagement to employees, thereby reducing employee performance (in Robbins and Judge, 2013). Schaufeli and Bakker (2003) stated that work engagement as a positivity of work fulfillment from the center of mind that is characterized, it is associated with strong approval of the execution of work and other work-related matters.

Employees who feel there is a lack of compatibility with their work, and the appropriate feeling from the results of the sacrifice he made makes the employee feel less able to behave extra to work beyond the stipulated conditions. This indicates that job embeddedness affect conditions organizational citizenship behavior to employees, thereby reducing employee performance (Organ, 2006; Daft, 2007; O'Reilly and Chatman, 1986; Podsakoff et. al, 2000). CV employee performance problems. Gunawan Budi Farm also caused by the condition of the extra role and the level of involvement of these employees in each activity contained in the CV. Gunawan Budi Farm. Extra role or so calledorganizational citizenship behavior reviewed using elements in accordance with the opinion of Organ (1988) developed by Brown and Leigh (1996), including:altruism, civic virtue, conscientiousness, courtesy, and sportsmanship.

The purpose of this research is 1) To know and analyze the effectjob embeddedness on employee performance at CV. Gunawan Budi Farm, Klaten Regency. 2) To find out and analyse work engagement in mediating influence job embeddedness on employee performance at CV. Gunawan BudiFarm, Klaten Regency. 3) To find out and analyse OCB in mediating influence job embeddedness on employee performance at CV. Gunawan BudiFarm, Klaten Regency.

Literature Review

Job Embeddedness

Job embeddedness is the employee's attachment to work and organization which is influenced by aspects of the job(on the job) and outside of work(off the job). he bond between employees and the community that exists in organizations and organizations can influence the employee's behavior. Employees who feel there is a strong bond(embedded) between himself and the community in the organization and his organization tend to have positive behavior in achieving the vision and mission of the organization and vice versa. According to O. Ed and Mary (2011) stated that job embeddedness is attachment to work that makes individuals loyal and keep working for the company.

Work Engagement

Work engagement or worker engagement is a business management concept that states that employees have engagement. Employees with high levels are employees who are fully involved and have high work enthusiasm in their work and in matters related to long-term company activities. Work engagement refers to the involvement, satisfaction, and enthusiasm of employees at work.

According to Kahn in May et. al (2004) stated that work engagement at work are conceptualized as members of an organization who carry out their work roles, work, and express themselves physically, cognitively and emotionally while working. Such employee involvement is necessary to encourage employee morale (Hochschild in May et. al, 2004).

Organizational Citizenship Behavior

Organizational citizenship behavior (OCB) is a choice behavior that is not part of an employee's formal work obligations, but supports the effective functioning of the organization (Robbins and Judge, 2013). Behavior that is not a formal obligation is also explained according to Organ (2006) which states that,organizational citizenship behavior (OCB) is a form of behavior that is an individual choice and initiative, not related to the system reward formal organization but in the aggregate increase organizational effectiveness. This behavior is also described by Daft (2007) which states that,organizational citizenship behavior (OCB) is work behavior that goes beyond job requirements and contributes to organizational success.

Employee Performance

Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2011). This opinion is supported by Rivai and Basri (2005) who state that performance is an achievement achieved by someone in carrying out their duties or work in accordance with the standards and criteria set for the job.

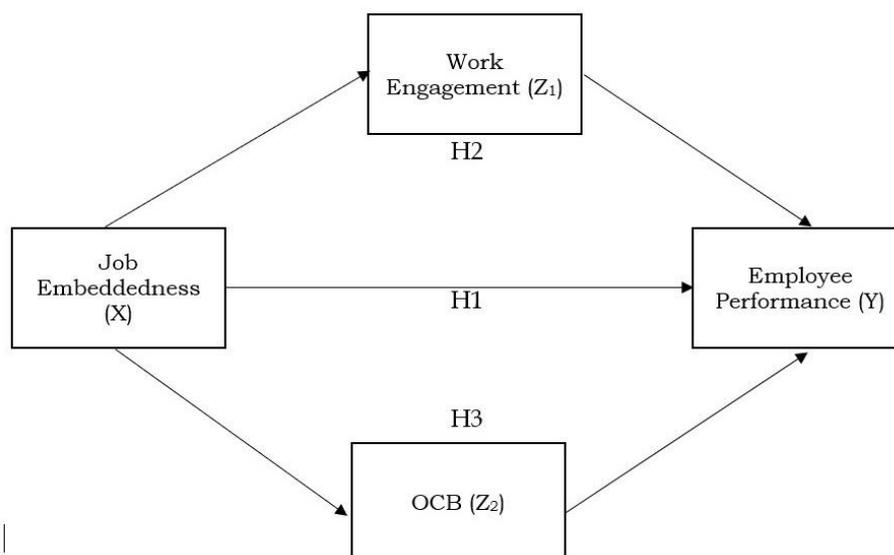


Figure 1. Research Model

Hypothesis

H1. Job embeddedness positive and significant effect of employee performance at CV. Gunawan Budi Farm, Klaten Regency.

H2. Work engagement mediate positive and significant influence job embeddedness on employee performance at CV. Gunawan Budi Farm, Klaten Regency.

H3. OCB mediate positive and significant influence job embeddedness on employee performance at CV. Gunawan Budi Farm, Klaten Regency.

Methods

Sampling and Procedures

This research was conducted at CV. Gunawan Budi Farm, Klaten Regency, Central Java. The data obtained in this study were taken using interviews and questionnaires distributed to employees who working at CV. Gunawan Budi Farm, Klaten Regency, Central Java totaling 33 employees. Respondents were asked to fill out statements that had been made with a Likert scale of 1 (strongly disagree) to 5 (strongly agree). In this research, the analysis technique used is Structural Equation Model (SEM) with Partial Least Square (PLS), SmartPLS 3.0 software.

Measures

Job Embeddedness is measured using a questionnaire developed and distributed to employees and using a Likert scale of 1-5 points with 6 items.

Work Engagement is measured using a questionnaire developed and distributed to employees and using a Likert scale of 1-5 points with 11 items.

Organizational Citizenship Behavior is measured using a questionnaire developed and distributed to employees and using a Likert scale of 1-5 points with 21 items.

Employee Performance is measured using a questionnaire developed and distributed to employees and using a Likert scale of 1-5 points with 10 items.

Data Analysis

Data analysis will be carried out using a structural equation model. The hypothesis in this study was tested using path coefficients.

Result and Discussion

Result

Based on Table 1, the overall that employees at CV. Gunawan Budi Farm is dominated by employees with male sex as many as 28 people, the average age of employees at CV. Gunawan Budi Farm is about 25-30 years old. The last education attained by some employees is senior high school as many as 16 people. some employees who have worked for 2 years at CV. Gunawan Budi Farm as many as 12 people, and the marital status of employees is dominated by 27 married employees.

Table 1. Employee Characteristics of CV. Gunawan Budi Farm

| Employee Identity | Category | Frequency (Amount) | Percentage |
|--------------------------|--------------------|---------------------------|-------------------|
| Gender | Man | 28 | 84,84% |
| | Woman | 5 | 15,15% |
| | Total | 33 | 100% |
| Age | 25-30 Years | 16 | 48,48% |
| | 31-35 Years | 4 | 12,12% |
| | 36-45 Years | 8 | 24,24% |
| | 46-56 Years | 5 | 15,15% |
| | Total | 33 | 100% |
| Last education | Junior High School | 6 | 18,18% |
| | SMA | 16 | 48,48% |
| | D3 | 9 | 27,27% |
| | S1 | 1 | 3,03% |
| | S2 | 1 | 3,03% |
| | Total | 33 | 100% |
| Working time | 1 year | 8 | 24,24% |
| | 2 years | 12 | 36,36% |
| | 3 years | 6 | 18,18% |
| | 4 years | 3 | 9,09% |
| | 5 years | 4 | 12,12% |
| | Total | 33 | 100% |
| Status | Marry | 27 | 81,81% |
| | Not Married | 6 | 18,18% |
| | Total | 33 | 100% |

Table 2. Test Results Composite Reliability and Cronbach’s Alpha

| Composite Reliability | | | | Criteria | Information |
|------------------------------|------------------------|------------|----------------------|-----------------|--------------------|
| <i>Job Embeddedness</i> | <i>Work Engagement</i> | <i>OCB</i> | Employee performance | >0,7 | <i>Reliable</i> |
| 0,921 | 0,935 | 0,969 | 0,953 | | |
| Cronbach’s Alpha | | | | Criteria | Information |
| <i>Job Embeddedness</i> | <i>Work Engagement</i> | <i>OCB</i> | Employee performance | >0,7 | <i>Reliable</i> |

Table 3. Model Goodness Test Results

| Variable | R Square | Adj. R Square |
|---|-----------------|----------------------|
| <i>Work Engagement</i> | 0,453 | 0,441 |
| <i>Organizational Citizenship Behavior</i> | 0,335 | 0,321 |
| Employee performance | 0,596 | 0,587 |
| Q Square | | |
| $Q\ Square = 1 - (1 - R\ Square\ Work\ Engagement) \times (1 - R\ Square\ OCB) \times (1 - R\ Square\ Employee\ performance)$ | | 0,853 |

Then, based on Table 2, On the test composite reliability and cronbach's alpha it shows that all variables have a value composite reliability which is greater than 0.7 and has a value cronbach's alpha which is greater than 0.7, based on this, all indicators on the variables in this study are declared reliable (Fornell and Lacker, 1981 in Ghozali and Latan, 2015). Indicators on variables that are reliable, consistently able to be used in measuring the phenomena contained in this study within a certain period of time.

Then based on Table 3, In the goodness-of-fit test, the model uses value R Square and value Q Square. on value R Square found that variable job embeddedness able to explain variables work engagement of 45.3% and the remaining 54.7% is explained by other factors outside of this study. Then, variables job embeddedness able to explain variables OCB of 33.5% and the remaining 66.5% is explained by other factors outside of this study. Lastly, variables job embeddedness, work engagement, and OCB able to explain employee performance variables of 59.6% and the remaining 40.4% is explained by other factors outside of this study.

In addition to the test on value R Square, values are also tested Q Square which one to test predictive relevance from the research construct. In this test found value Q Square of 85.3% which is variable job embeddedness, work engagement, and OCB have categories predictive relevance which is high in predicting employee performance variables and the remaining 14.7% is predicted by constructs outside of this study.

Then, the results of calculations using Smart PLS 3.0 to find out whether the hypothesis is supported or not, namely:

Hypothesis Test 1

In hypothesis 1 states that job embeddedness positive and significant effect on employee performance. Based on Table 4.10, it proves that job embeddedness positive and significant effect on employee performance. Influence job embeddedness on employee performance is shown by the t-count value of 14.567 > the t-table value of 1.96. Then job embeddedness positive effect on employee performance indicated by the value original sample (beta value) which is positive 12.7%. This effect is stated to be significant because it has a probability value of 0.000 < 0.5. In this regard, it can be concluded that hypothesis 1 is accepted.

Hypothesis Test 2

In hypothesis 2 states that work engagement mediate positive and significant influence job embeddedness on employee performance. Based on Table 4.10, it proves that work engagement mediate positive and significant influence job embeddedness on employee performance. This is detailed with job embeddedness positive and significant effect on work engagement as well as work engagement positive and significant effect on employee performance.

Job embeddedness positive and significant effect on work engagement indicated by the calculated t value of 17.338 > the t table value of 1.96, then has a value original sample (beta value) which is positive at 82.4%, and has a probability value of 0.000 < 0.05. Furthermore, work engagement has a positive and significant effect on employee performance as indicated by the calculated t value of 12.545 > the t table value of 1.96, then has a original sample (beta value) which is positive 38.1%, and has a probability value of 0.000 < 0.05.

So, the magnitude of the effect of mediation work engagement in mediating influence job embeddedness on employee performance is positive 0.31 or 31% which is obtained from multiplying the beta value which is 82.4% multiplied by the beta value which is 38.1%. In hypothesis 2 it can be stated that there has been imperfect mediation or only partial mediation, called partial mediation (partial mediation). In this regard, it can be concluded that hypothesis 2 is supported.

Hypothesis Test 3

In hypothesis 3 states that organizational citizenship behavior mediate positive and significant influence job embeddedness on employee performance. Based on Table 4.10, it proves that organizational citizenship behavior mediate positive and significant influence job embeddedness on employee performance. This is detailed with job embeddedness positive and significant effect on organizational citizenship behavior as well as organizational citizenship behavior positive and significant effect on employee performance, Job embeddedness positive and significant effect on organizational citizenship behavior indicated by the calculated t value of 19.660 > the t table value of 1.96, then has a original sample (beta value) which is positive 84.1%, and has a probability value of 0.000 < 0.05. Furthermore, organizational citizenship behavior has a positive and significant effect on employee performance as indicated by the calculated t value of 12.801 > the t table value of 1.96, then has a original sample (beta value) which is positive 36.1%, and has a probability value of 0.000 < 0.05.

So, the magnitude of the effect of mediation organizational citizenship behavior in mediating influence job embeddedness on employee performance is positive 0.30 or 30% which is obtained from multiplying the beta value which is 84.1% multiplied by the beta value which is 36.1%. In hypothesis 3 it can be stated that there has been imperfect mediation or only partial mediation, called partial mediation (partial mediation). In this regard, it can be concluded that hypothesis 3 is supported.

Discussion

Influence of job embeddedness against on performance

The results of hypothesis 1 testing prove that job embeddedness positive and significant effect on employee performance. This supports research from Pekasa and Rostiana (2018) who found that job embeddedness has a positive and significant effect on employee performance and supports research from Lutfi et. al (2020) who found that job embeddedness positive and significant effect on employee performance.

Work engagement mediating the influence of job embeddedness on employee performance

The results of the 2nd hypothesis test prove that work engagement mediate positive and significant influence job embeddedness on employee performance. This supports research from Pekasa and Rostiana (2018) who found that work engagement mediate positive and significant job embeddedness on employee performance.

OCB mediating the influence of job embeddedness on employee performance

The results of hypothesis testing 3, prove that OCB mediate positive and significant influence job embeddedness on employee performance. This supports research from Lutfi et. al (2020) who found that organizational citizenship behavior (OCB) mediate positive and significant job embeddedness on employee performance.

Conclusion

Based on the results of the analysis described in the previous chapter regarding the effect of education level, work experience, work placement on employee performance at PT. Kemuning Mitra Persada, the following conclusions can be drawn:

- ☑ Job embeddedness positive and significant effect on employee performance at CV. Gunawan BudiFarm, Klaten Regency. Thus, the first hypothesis of this study is supported.
- ☑ Work engagement mediate positive and significant influence job embeddedness on employee performance at CV. Gunawan Budi Farm, Klaten Regency. Thus, the second hypothesis of this study is supported.
- ☑ OCB mediate positive and significant influence job embeddedness on employee performance at CV. Gunawan BudiFarm, Klaten Regency. Thus, the third hypothesis of this study is supported.

Suggestion

Based on the results of this study, a suggestion can be generated, including:

- ☑ Can be given a suggestion on the problem of the relationship between employees and parties stakeholder external, namely: the management of CV. Gunawan BudiFarm can hold a routine activity between employees with stakeholder external, so that through this routine activity can foster emotional closeness between employees and stakeholder external. This closeness can provide benefits for employees, this routine activity can foster condition sjob embeddedness which can make the employee to be able to have optimal performance.
- ☑ A suggestion can be given on the problem of the importance of work for employees, namely: the management of CV. Gunawan Budi Fam can provide a psychological approach to employees so that their work at CV. Gunawan BudiFarm feel important to their employees. The management of CV. Gunawan Budi Farm can provide career opportunities for higher positions for all employees, this can encourage conditions work engagement employees to be higher which will encourage the creation of optimal performance for employees.
- ☑ Suggestions can be given on the problem of mutual assistance between employees in using work tools, namely: the management of CV. Gunawan Budi Farm can provide examples directly to employees on how to use work tools in accordance with the SOP, and can provide education to employees that every employee must be able to help other employees who find it difficult to use work tools. This can drive the condition organizational citizenship behavior employees who can then make these employees able to work optimally.
- ☑ This research can be developed by further researchers using other variables outside of this study.

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