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THE INFLUENCE OF COMPETENCE, JOB CHARACTERISTICS AND ORGANIZATIONAL SUPPORT ON EMPLOYEE PERFORMANCE WITH EMPLOYEE ENGAGEMENT MEDIATION IN PRIVATE HOSPITAL IN BANDA ACEH

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ABSTRACT

Organizational support and employee engagement are needed to achieve the hospital's commitment to employees in carrying out the structural wheels of hospital management. This study aims to analyze the influence of competence, job characteristics and organizational support on employee performance mediated by employee engagement at private hospitals in Banda Aceh. The sample in this study amounted to 100 respondents. This research is survey research with a quantitative approach, using Smart PLS. The results of this study show that competency has no effect ($p=0.2107 > 0.05$) or H_a is rejected on employee performance and competence has a significant effect ($p=0.000 < 0.05$) or H_a is accepted on employee engagement at private hospitals in Banda Aceh. Job characteristics have a very significant effect ($p=0.000 > 0.05$) or H_a are accepted on employee performance and job characteristics have an effect ($p=0.032 > 0.05$) or H_a are accepted on employee engagement in private hospitals in Banda Aceh. Organizational support had no effect ($p=0.945 < 0.05$) or H_a was rejected on employee performance and organizational support had no effect ($p=0.058 > 0.05$) or H_a was rejected on employee engagement at private hospitals in Banda Aceh. And Employee engagement has no effect ($p=0.403 > 0.05$) or H_a is rejected on employee performance at Private Hospitals in Banda Aceh. Based on the research results, it can be concluded that the variable employee characteristics is the most dominant variable influencing employee performance and employee engagement. So the authors suggest to the hospital to be able to create a good organizational environment and feel for the employee's work environment.

KEYWORDS: Competency, job characteristics, organizational support, employee engagement and employee performance.

1. INTRODUCTION

Since its establishment, the Banda Aceh Private Hospital has adhered to the principle of quality service, but many of its management have not met professional standards.

Each implementation of activities requires the availability of governance and minimum service standards so that all parties understand their respective duties, authorities, obligations and responsibilities, but the existing SOP (Standard Operating Procedure) does not fully reflect the duties, authorities, obligations and responsibilities of each work unit. This will greatly affect the Hospital's growth and competitive advantage because the performance of the Banda Aceh Private Hospital organization has not been as expected.

In addition to the five dominant weakness factors, there are still relative weaknesses in the 3 factors and need to be anticipated in the implementation of education. These factors are: (1) Education personnel who still have a gap between work and competence; (2) The availability of infrastructure is still not optimally utilized; Implementation support facilities. education is still limited and not fully integrated; (3) Organizations have limitations when faced with the dynamics of community demands and changes that occur; The use of technology has not been integrated and has not become a priority; and has not become a source of excellence.

Implementing services in hospitals, especially in the medical field, is an element that must be considered. The role of hospital medical personnel is still underestimated in hospital governance, this is because they are complementary elements that function to complement other elements in modern hospital management and carry out their functions on the basis of organizational culture. The success of a hospital as an organization can be measured by its level of performance, both organizational performance and individual performance of medical personnel who can work effectively and efficiently in supporting and facilitating the implementation of staff tasks and providing services to patients in medical services.

RSPUR Banda Aceh already has an organizational structure and each section head has standard operating procedures in carrying out their duties. Acknowledgment from some of the staff interviewed was that they worked according to the existing rules and a shift system based on their respective fields of work such as doctors, nurses, HR department, security and cleaning units. Regarding the work and organizational culture adopted by RSPUR, namely a culture of teamwork and mutual care for the surrounding environment.

While the Cempaka Az-Zahra General Hospital is a hospital located in Banda Aceh, inaugurated in 2008 as a Maternity Hospital and in 2009 as a Type C general hospital. In early 2015 the Hospital changed its status to a Mother and Child Hospital class C. Cempaka Az-Zahra Hospital provides superior services for mothers and children with supporting services for NICU/PICU rooms, delivery rooms, baby care rooms equipped with bathtubs. The hospital is also equipped with a 24-hour security service with CCTV to maintain security and comfort, parking lots and an ambulance. Related to the work of employees in the form of a shift system based on their respective work fields such as doctors, nurses, HR department, security and cleaning units.

Harapan Bunda Hospital is committed to serving the community, providing quality health services and prioritizing patient safety and customer satisfaction at affordable costs. Providing a professional medical team and employees who have a work ethic and are highly dedicated and managed by a capable, collaborative and solid management team. Providing a good hospital governance system and supported by appropriate technology. Providing a development and learning system for all employees.

Teuku Fakinah Hospital, otherwise known as Teuku Fakinah Hospital, is a public hospital located in Meuraxa, Banda Aceh. The services and facilities provided include the Emergency Room, Operating Room, Isolation Room, Lactation, Outpatient, Inpatient and Intensive Care with the vision of becoming a quality, comfortable and safe hospital in providing health services.

Based on this background, 4 private hospitals in Banda Aceh have been accredited with ratings B and C, and have provided a variety of health support tools and excellent services. As previously stated, theoretically employee engagement and employee performance can be influenced by competence, job characteristics and organizational support. The question is whether employee engagement and employee performance at the Banda Aceh Private Hospital are related to these factors. The success of the organization should start from human resources who have sufficient loyalty and totality in building the management of private companies.

Hospital management in the development of corporate organizational systems that must prioritize service excellence. This is what prompted the authors to conduct research with the title "the effect of competence, job characteristics and organizational support on employee performance by mediating employee engagement at private hospitals in Banda Aceh".

Based on the description of the problems above, the objectives of the research are to describe and analyze:

- 1.1 To determine the effect of competence on employee engagement of Banda Aceh Private Hospital employees

- 1.2 To determine the effect of job characteristics on employee engagement of Banda Aceh Private Hospital
- 1.3 To determine the effect of organizational support on employee engagement of Banda Aceh Private Hospital employees
- 1.4 To determine the effect of competence on employee performance in Banda Aceh Private Hospital
- 1.5 To determine the effect of job characteristics on employee performance in Banda Aceh Private Hospital
- 1.6 To determine the effect of organizational support on performance employees of the Banda Aceh Private Hospital
- 1.7 To determine the effect of employee engagement on the performance of employees of the Banda Aceh Private Hospital

2. LITERATURE REVIEW

2.1 Employee Performance

Hasibuan & Melayu (2016) stated, "employee performance is basically what employees do or don't do. Employee performance is what affects how much they contribute to the organization which includes: (1) Output quantity, (2) Output quality, (3) Output period, (4) Attendance at work, and (5) Cooperative Attitude

According to Winardi (2012) performance is a capability that can be measured and standardized." The success of a performance will depend on and be determined by several aspects of carrying out the work, including role clarity, level of competence, environmental conditions and other factors such as values, culture, preferences, preference), rewards and recognition.

2.2 Employee Performance Measurement

Employee work can consist of three different types, namely: (1) Information based on characteristics, such as a pleasant personality, initiative, or creativity, (2) Behavioral information focuses on specific behaviors that lead to success at work, and (3) Information based on results, considering what employees have done or what employees have achieved (Hasibuan & Melayu, 2016).

While Wibowo (2013) differs from the opinion stated above where several dimensions can be used to measure the performance of service employees, namely: (1) productivity indicators, (2) utilization rate, (3) time target, (4) Volume of Service and (5) Demand/Service Provision

2.3 Employee Performance Indicators

Pasolong (2013) explains that a performance indicator is a qualitative or quantitative measure that describes the level of achievement of a goal or goal that describes the level of achievement or a goal that

has been set by considering input indicators, outputs, outcomes, benefits. (benefits), and impacts (impacts).

Meanwhile, according to TR Michel in Suswardji, et al (2012) performance indicators include: a) Quality of work, namely the quality of work produced can satisfy users or not, so this is used as a work standard. b) Communication, namely the ability of employees to communicate well with consumers. c) Speed (Promptness), namely the speed of work as measured by the level of time, so that employees are required to work fast in achieving job satisfaction and improvement. d) Capability, namely the ability to do the job as much as possible. e) Initiative, that is, each employee is able to solve his own work problems so that infertility does not occur at work.

2.4 Employee Engagement

Employee engagement is important in conceptualizing and determining the role of human resources in organizational performance. Engagement has been widely known as a concept that can provide information about the level of employee engagement with organizational factors. This factor encourages employees to make maximum effort beyond what is expected. Even this attachment factor also influences the employee's decision to stay or leave the organization (Dajani, 2015).

Employee engagement consists of organizational commitment, job involvement, job satisfaction, welfare, extra-role behavior, and/or psychological empowerment (Rivai, 2015).

Employee engagement involves constructing their personality, moods and actions at work and there is a positive relationship between employee engagement and organizational performance results (Harahap & Tirtayasa. 2020).

2.5 Employee Engagement Indicators and Measurements

The Chartered Institute of Personnel and Development (2014) in its review found more than 50 definitions of employee engagement, where some definitions focus on employee behavior (eg discretionary effort), some on employee attitudes (eg commitment), some on employee feelings (eg enthusiasm)., some about working conditions and what the organization does (e.g., provide support).

In organizations, there are three things that influence individual behavior and achievement, namely: a). individual variables in the form of abilities and skills b). organizational variables c). psychological variables in the form of perceptions, attitudes and behavior (Gibson, et, all 2012).

Fahmi & Sanika (2017) measured the level of engagement through these three dimensions, also known as the UWES – Utrecht Work Engagement Scale (Marcos et al, 2019). These three dimensions include:

- 1) Vigor, namely the characteristics characterized by high levels of energy and mental resilience at work, willingness to try hard at work, not getting tired easily, and always diligent even when facing difficulties.
- 2) Dedication, a characteristic based on a sense of significance for a task, by feeling enthusiastic and take pride in your work, and feel inspired and challenged by it..
- 3) Absorption, which is a characteristic characterized by being totally and happily involved deeply in a job, and feeling time pass quickly and forgetting everything else around.

2.6 Competence

According to Tanjung (2016) competency concerns skills, knowledge and abilities that are relevant to the field they are involved in. Furthermore, Catherine (2018) defines competence as mastery of knowledge, skills, and attitudes. Knowledge is a collection of information that is stored in the brain and can be recalled if needed. Skill is the ability to apply knowledge. Attitude is a set of character qualities that make up a person's personality.

Rivai (2015) suggests that competence can come from five different types of competence sources, namely (1) motives; something that is consistently driven, thought or desired by someone that causes action to appear, (2) character; a person's innate ability to influence achievement at work, (3) self-concept; includes self-image, attitudes, and values he believes in, (4) knowledge; reflects the information that a person has in a specific discipline area, and (5) skills; ability to perform physical and mental activities.

2.7 Competency Indicators and Measurements

Competency indicators and measurements can refer to competency aspects and dimensions. Anitha (2014) states, competence contains several aspects as follows:

- 1) Knowledge, namely awareness in the cognitive field. For example, an employee knows how to identify learning, and how-to do-good learning according to the needs of the company.
- 2) Understanding (understanding), namely cognitive depth, and effectiveness possessed by individuals. For example, an employee in carrying out learning must have a good understanding of the characteristics and working conditions effectively and efficiently.
- 3) Ability (skill), is something that is owned by an individual to carry out the task or work assigned to him. For example, the ability of employees to choose work methods that are considered more effective and efficient.

- 4) Value (value), is a standard of behavior that has been believed and psychologically has been united in a person. For example, the standards of behavior of employees in carrying out their duties (honesty, openness, democracy and others).
- 5) Attitude, namely feelings (happy or unhappy, and likes and dislikes) or reaction to a stimulus that comes from outside. For example, reactions to the economic crisis, feelings towards salary increases and so on.
- 6) Interest, is a person's tendency to do an act. For example, do a activity.

2.8 Job Characteristics

According to Afandi (2016) a job cannot be designed using only elements that encourage effectiveness. That would be tantamount to ignoring the needs of the people doing the work. Therefore an organization should be able to provide a work environment that helps meet individual needs through job design. Job design itself is a process of defining work procedures and what kind of tasks are needed for each job (Hasibuan & Silvya, 2019).

Hackman and Oldham in Yusnandar (2020) revealed that there are five work characteristics that can motivate employees, namely:

- 1) Skill variety Is the level of variety of activities and skills required by employees in completing their duties. The more variety of skills used, then the level of job boredom is reduced. Jobs with minimal variations will result in boredom, higher levels of boredom will result in fatigue which leads to errors in doing work.
- 2) Task identity, namely the extent to which the completion of the work as a whole can be seen as a result and can be recognized as a result of one's performance. Through task identity allows employees to carry out the task completely. Employee productivity and satisfaction will increase when they feel responsible for identifiable and reasonable tasks.
- 3) Task significance It is the degree to which a job has a significant impact on the lives of other people, whether the person is a colleague in the same organization or company or other people in the surrounding environment.
- 4) Autonomy Is the level of freedom of employees or work holders, who have the sense of independence and the flexibility needed to schedule work to decide what procedure will be used to complete it. Jobs that provide freedom, independence and opportunities to make decisions will lead to job satisfaction more quickly.
- 5) Feedback from job Is the level of work activity that provides information to individuals about how effective the individual's performance is in doing his job. When employees get feedback on how well they are doing their job, they will feel they are getting guidance and will motivate them to perform better.

2.9 Indicators and Measurement of Job Characteristics

Hackman and Oldham in Simajuntak (2011) in every job must have at least five core characteristics of a job, namely:

- 1) Diversity of skills. The degree to which the job requires a variety of activities so that workers can use a number of different skills and talents.
- 2) Task identity, namely the degree to which a job requires the completion of all parts of the work identifiable.
- 3) The meaning of the task, namely the degree to which a job has a substantial effect on an individual's life or work other.
- 4) Autonomy, namely the degree to which a job provides substantial freedom, independence and discretion for individuals in planning work and determining the procedures to be used to carry out the work.
- 5) Feedback, namely the degree to which the implementation of work activities makes an individual obtain clear and direct information regarding the effectiveness of his performance.

2.10 Organizational Support

Organizational support theory is one of the frameworks in which we can study employee relations with organizations where this theory describes how employees form perceptions about the extent to which the organization values contribution and concern for their well-being, namely, perceived organizational support, or Perceived Organizational Support (Eisenberger et al., in Kurtessis et al, 2015).

Organizational support is defined as a level where in employee observation, an organization cares about its employees well and appreciates the contribution of employees to the organization (Andayani & Tirtayasa, 2019).

2.11 Organizational Support Indicators and Measurements

Organizational support theory (Eisenberger et al, Eisenberger & Stinglhamber in Kurtessis et al, 2015) is the initial theory and forms a theoretical framework for studying organizational support received. Organizational support theory is based on the idea that employees develop a general perception of the extent to which the organization values their contribution and the organization's concern for their well-being.

Demonstrating that Perceived Organizational Support is an important contributor to many work attitudes and behaviors, this research is largely limited to current perceptions of support. However, it is important

to understand how employees anticipate and respond to potential changes in support, especially given that uncertainty is a significant source of employment (Quick et al, 2013).

Indicators of organizational support according to Eisenberger & Stinglhamber (2011) are as follows:

- 1) Awards; The company provides rewards for employee work achievements.
- 2) Development; The company pays attention to abilities and provides promotion opportunities for employees.
- 3) Working conditions; regarding the physical and non-physical work environment.
- 4) Employee welfare; The company cares about the welfare of employees.

3. IMPLEMENTATION METHOD

This study examines the effect of competence, job characteristics, organizational support on the performance of employee engagement nurses at private hospitals in Banda Aceh.

Banda Aceh Private Hospital employee. Based on data from the Personnel Division of RSPUR, the number of employees is 348 people. Cempaka Az-zahra Hospital in Banda Aceh has 430 employees. Harapan Bunda Hospital has 473 employees. And Teuku Fakinah Hospital has 370 employees. Consists of doctors, nurses, administrative staff, and security units. With a total population of 1,621. Furthermore, the research sample can be identified using the Isaac and Michael formula so that a sample of 100 respondents is obtained.

Data was collected through observation, interviews and using a questionnaire. Then the data were analyzed using the SMART PLS (Partial Least Square) application, to determine competency, job characteristics, organizational support, employee engagement and employee performance at Banda Aceh Private Hospital. Previously the data was also tested for feasibility using validity and reliability tests. then a structural model or inner model is carried out using the R-square, F-square and estimate for path coefficients methods. Then do the indirect effect test.

4. RESEARCH RESULTS

Internal/external matrix, marketing strategy formulation, Cartesian diagram, SWOT matrix

Table 4.1 Demographics of Respondents

Category	Frequency	Percentage
Gander		
Man	43	43,0
Woman	57	57,0
Respondent Age		
18-28 Years	10	10.0
29-39 Years	62	62.0
40-49 Years	27	27.0
< 50 Years	1	1,0
Level of education		
Senior High School	9	9.0
Diploma	41	41.0
Bachelor	50	50.0
Marital status		
Marry	33	33.0
Not married yet	45	45.0
Widow	15	15.0
Widower	7	7.0
Income		
< 1.800.000	11	11.0
> 1.800.000	61	61.0
4.000.000-5.000.000	27	27.0
>5.000.000	1	1.0
Service Period		
<5 Years	77	77.0
>5 Years	23	23.0
Total	100	100,00

Based on Table 4.1, it is known that the number of female respondents is 57%. Respondents aged less than 29-39 years were 62 people (62.0%). Respondents were dominated by Bachelor graduates (S1) as many as 50 people (50.0%). unmarried respondents as many as 45 people (45.0%). Respondents with income > 1,800,000 were 61 people (61.0%). And the respondents who worked <5 years were 77 people (77.0%).

4.1 Results of Exogenous Variable Analysis

Table 4.2 Competence

Code	Items	Means	Criteria
X1.1	The skills that you have really support the smooth implementation of the task	3.9	Tall
X1.2	I always think analytically of the problems I face at work	3.9	Tall
X1.3	I play a social role in the relationship between employees and with superiors	3.9	Tall
X1.4	You always want to have better work performance.	4	Very high
X1.5	You feel already part of this institution	3.9	Tall
X1.6	You feel that you have a high commitment or attachment to this agency	3.9	Tall

Based on the results of the descriptive analysis in table 4.2, it shows that the average respondent's assessment of the competency variable is included in the high criteria with a value of 4. The highest rating is in the statement item with code X1.4 of 4. While the lowest rating is in the statement item with code X1.1, X1.2, X1.3, X1.5, X1.6 of 3.9

Table 4.3 Job Characteristics

Code	Item	Means	Criteria
X2.1	I need a lot of special skills and talents in certain areas to get the job done	1.7	Low
X2.2	I really mastered these skills to do the job	3.4	Tall
X2.3	My work must be completed alone without involving other people	1.8	Low
X2.4	The work I do must come from delegating tasks directly from my superiors with clear sources and procedural provisions	2.7	Enough
X2.5	The work I do is very important for my future self-development	3.9	Tall
X2.6	The work I do is very important for my future self-development	3.8	Tall
X2.7	I have freedom and flexibility in completing work	3.8	Tall
X2.8	I have the authority to determine plans and procedures for completing work	3.8	Tall
X2.9	I rarely make mistakes at work	4	Very high
X2.10	My superiors and colleagues always appreciate my work	3.8	Tall

Based on the results of the descriptive analysis in table 4.3, it shows that the average respondent's assessment of the job characteristics variable is included in the high criteria with a value of 4. The highest rating is in the statement item with code X2.9 of 4. While the lowest rating is in the statement item with code X2.1 of 1.7

Table 4.4 Organizational Support

Code	Items	Means	Criteria
X3.1	The hospital gives me an achievement allowance if I have an increase in performance	3.8	Tall
X3.2	The hospital provides other forms of rewards besides salary for performance that is above me	3.9	Tall
X3.3	The hospital provides promotion opportunities at my job	4	Very high
X3.4	The leadership provides special training to me to improve my abilities and skills according to the field of work that I do	4	Very high
X3.5	I feel very comfortable with the environment and work activities in My hospital or work unit	3.8	Tall
X3.6	Good relationships with superiors and among fellow employees help me at work	3.8	Tall
X3.7	The hospital provides social security to me such as; insurance, holiday allowance etc	3.8	Tall
X3.8	The hospital always pays attention to the welfare and problems experienced by employees	4	Very high

Based on the results of the descriptive analysis in table 4.4, it shows that the average respondent's assessment of the organizational support variable is included in the high criteria with a value of 4. The highest rating is found in statement items with codes X3.3, X3.4, and X3.8 of 4. While the lowest rating is found in statement items with codes X3.1, X3.5, X3.6, and X3.7 of 3.8

4.2 Results of Mediation Variable Analysis

Table 4.5 Employee Engagement

Code	Items	Means	Criteria
Z1	Every day I always arrive on time at work	3.8	Tall
Z2	I have high enthusiasm at work every day	3.9	Tall
Z3	I don't easily delegate difficult jobs to other employees	3.9	Tall
Z4	I feel very lost when absent from work	3.8	Tall
Z5	I don't feel bored with my current job	3.9	Tall
Z6	I can voluntarily work overtime to complete tasks within a set deadline	3.9	Tall
Z7	I never miss information, promotion opportunities and the latest things about my current job	3.9	Tall
Z8	I am always willing to complete any task with the type and level of difficulty	3.7	Tall
Z9	I always think about work even when I come home from work	3.8	Tall

Based on the results of the descriptive analysis in table 4.5, it shows that the average respondent's assessment of the employee engagement variable is included in the high criteria with a value of 3.9. The highest rating is in statement items with codes Z2, Z3, Z5, Z6 and Z7 of 3.9. While the lowest rating is found in statement items with code Z8 of 3.7

4.3 Results of Endogenous Variable Analysis

Table 4.6 Employee Performance

Code	Items	Means	Criteria
Y1	I have the best service orientation in providing services to this agency, including your superiors, colleagues, work units with full awareness and responsibility	3.5	Tall
Y2	I have real work performance in carrying out every assigned task	3.8	Tall
Y3	I am able to complete the work as well as possible and be responsible for the decisions taken or actions taken	3.9	Tall
Y4	You comply with all applicable laws and regulations and official regulations, comply with official orders given by authorized superiors and the ability not to violate the prescribed prohibitions	3.8	Tall
Y5	I am able to work together with other people in completing a specified task, so as to achieve maximum efficiency and effectiveness.	3.8	Tall
Y6	I can carry out tasks according to the time target set by this agency, work unit or my boss	3.8	Tall
Y7	I have the ability to convince other people (colleagues) so that they can be maximally deployed to carry out tasks	3.8	Tall

Based on the results of the descriptive analysis in table 4.6, it shows that the average respondent's assessment of employee performance variables is included in the high criteria with a value of 3.9. The highest rating is in the statement item with code Y3 of 3.9". While the lowest rating is found in the statement item with the Y1 code of 3.5.

4.4 Evaluation of the Measurement Model (Outer Model)

Testing of the measurement model will be carried out to show the results of the validity and reliability tests. In this study, the validity test was carried out to determine whether the construct met the requirements to continue as research or not. In this validity test, there are two types of evaluation that will be carried out, namely:

4.5 Convergent Validity

Convergent Validity measurement model with items that have values based on the correlation between item scores and construct values. The Convergent Validity Index is measured by the AVE factor, composite reliability, R square, cronbachs alpha. The results of the AVE index, composite reliability, R square, cronbachs alpha can be seen in table 4.7.

Tabel 4.7 Convergent Validity

	AVE	Composite Reliability	Cronbach's Alpha
X1	0.581	0.892	0.856
X2	0.377	0.762	0.666
X3	0.492	0.885	0.857
Y	0.483	0.892	0.867
Z	0.495	0.873	0.830

Source: Processed primary data, 2022

The validity and reliability criteria can also be seen from the reliability value of a variable and the Average Variance Extracted (AVE) value of each variable. The variable is said to have high reliability if the composite reliability value is above 0.7 and the AVE is above 0.5. Based on table 4.7 it is stated that all variables meet composite reliability because their value is above the recommended figure, which is above 0.7 which already meets the criteria of reliability.

The following are the results of the outer model test which show the outer loading value using the Smart PLS v 3.2.7 analysis tool.

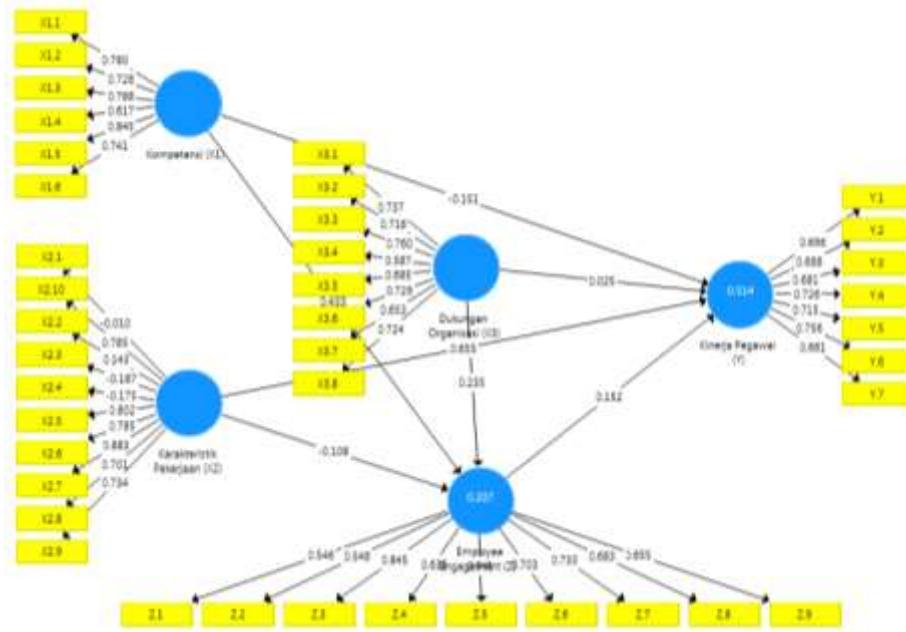


Figure 4.1 First Outer Model Test Results

From the results of the analysis shown in Figure 4.1 it shows that as many as 40 of all variables, as many as 23 have a value greater than 0.7, and as many as 17 variables have a value below 0.7.

Then re-estimating again by eliminating items that do not meet the requirements. The results of the re-estimation can be seen in Figure 4.2

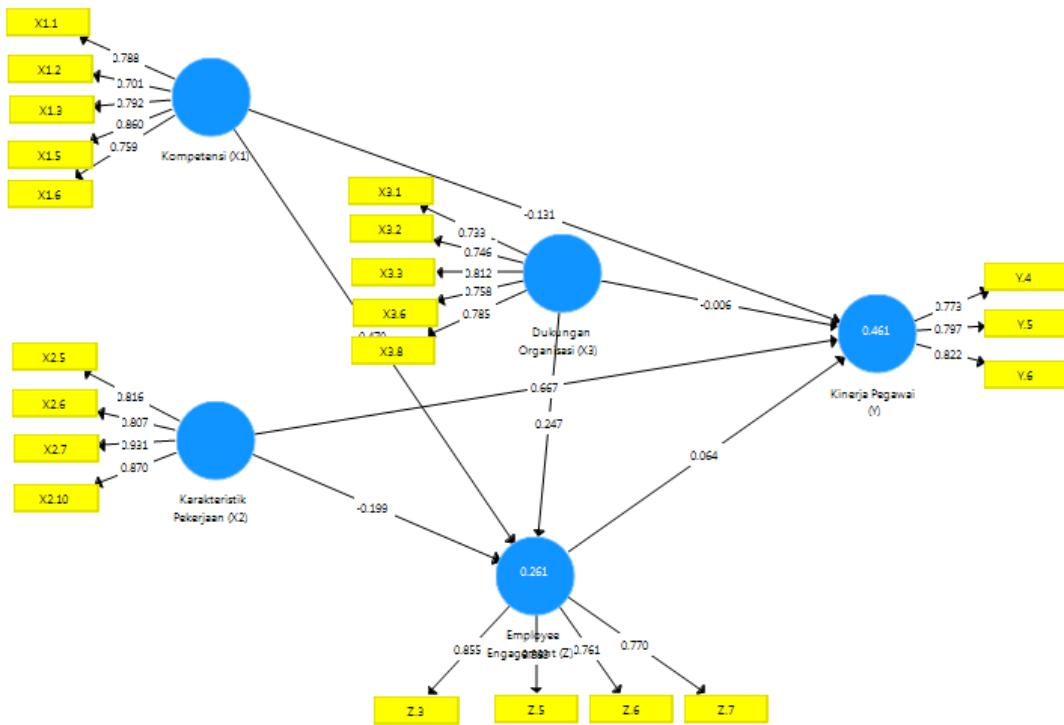


Figure 4.2 Outer Model 2 Test Results

The following is the result of re-estimating all competency constructs, job characteristics, organizational support, employee engagement and employee performance.

Table 4.8 Loading Factor value of All Constructs

Construct	Item Code	Loading Factor
Competence	X1.1	0.788
	X1.2	0.701
	X1.3	0.792
	X1.5	0.860
	X1.6	0.759
Job Characteristics	X2.5	0.816
	X2.6	0.807
	X2.7	0.931
	X2.10	0.870
Organizational Support	X3.1	0.733
	X3.2	0.746
	X3.3	0.812
	X3.6	0.758
	X3.8	0.785
Employee Engagement	Z3	0.855
	Z5	0.883
	Z6	0.761
	Z7	0.770
Employee Performance	Y4	0.773
	Y5	0.797
	Y6	0.822

Source: Processed primary data based, 2022

on the results of re-estimating the loading factor in table 4.8, the item values generated by the job charismatic construct meet the standard convergent validity values because all factors are worth more than 0.7. Thus, it can be concluded that all constructs are valid.

4.6 Discriminant Validity

The value of the cross-loading factor is useful for knowing whether a construct has sufficient discriminant, namely by comparing the loading value on the intended construct must be greater than the other values. By default, the value for each construct must be greater than 0.7. based on Table 4.9 the value of cross loading in each construct has a value of more than 0.7. This shows that the manifest variable in this study correctly explains the latent variable and proves that all of these items are valid.

Table 4.9 Nilai Cross Loading

Items Code	X1	X2	X3	Y	Z
X1.1	0.788	-0.049	-0.068	-0.075	0.336
X1.2	0.701	-0.203	-0.086	-0.186	0.259
X1.3	0.792	-0.024	-0.038	-0.070	0.405
X1.5	0.860	-0.070	-0.047	-0.178	0.499
X1.6	0.759	0.003	-0.007	-0.088	0.316
X2.10	0.029	0.870	0.696	0.501	-0.003
X2.5	-0.161	0.816	0.513	0.592	-0.109
X2.6	-0.131	0.807	0.585	0.570	-0.072
X2.7	-0.008	0.931	0.675	0.617	-0.021
X3.1	0.049	0.520	0.733	0.378	0.156
X3.2	0.005	0.422	0.746	0.269	0.019
X3.3	-0.089	0.465	0.812	0.326	0.123
X3.6	-0.039	0.785	0.758	0.473	-0.046
X3.8	-0.149	0.456	0.785	0.354	0.051
Y4	-0.237	0.464	0.292	0.773	-0.026
Y5	-0.068	0.529	0.397	0.797	-0.084
Y6	-0.078	0.599	0.457	0.822	0.007
Z3	0.437	-0.014	0.083	0.028	0.855
Z5	0.452	-0.077	0.086	-0.063	0.883
Z6	0.344	-0.011	0.056	-0.013	0.761
Z7	0.320	-0.101	0.011	-0.092	0.770

Source: Processed primary data based, 2022

4.7 Composite Reliability

To measure the reliability of a construct in PLS-SEM with the SmartPLS application, two methods are used, namely Cronbach's Alpha and Composite reliability. However, the assessment using Cronbach's Alpha gives a lower score, so it is recommended to use composite reliability and the value must be more than 0.7

In table 4.10 below it can be seen that all variable values in the reliability test using either Cronbach's Alpha or composite reliability have a value above 0.7, and validity testing uses AVE with a value of more than 0.5. Therefore, it can be concluded that the variables tested are valid and reliable, so that structural model testing can be carried out.

Table 4.10 Construct Reliability and Validity

Item Code	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Competency (X1)	0.842	0.887	0.611
Job Characteristics (X2)	0.879	0.917	0.736
Organizational Support (X3)	0.827	0.877	0.589
Employee Performance (Y)	0.715	0.840	0.636
<i>Employee Engagement</i> (Z)	0.836	0.890	0.671

Source: Processed primary data, 2022

4.8 Evaluation of the Structural Model (Inner Model)

4.8.1 R-Square Test (R2)

Table 4.11 R-Squares Test

Items	R Square	R Square Adjusted
Employee Engagement	0.261	0.238
Employee Performance	0.461	0.438

Source: Processed primary data, 2022

From the results of the R-Squares test in Table 4.11 it shows that the R-Squares value is 0.461. This value indicates that the variables of competency, job characteristics, and organizational support have an effect on employee performance variables of 46.0%. And the rest is influenced by other variables outside the variables in this study.

4.9 Hypothesis

4.9.1 Hypothesis Testing Results

Table 4.12 T Statistics Results

Items	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ($ O/STDEV $)	P Values
X1-> Y	-0.100	-0.090	0.080	1.256	0.210
X1-> Z	0.479	0.494	0.099	4.836	0.000
X2-> Y	0.654	0.649	0.126	5.205	0.000
X2-> Z	-0.199	-0.203	0.093	2.150	0.032
X3-> Y	-0.010	0.030	0.141	0.069	0.945
X3-> Z	0.247	0.261	0.130	1.902	0.058
Z-> Y	0.064	0.067	0.076	0.836	0.403

Source: Processed primary data, 2022

Based on Table 4.12, the determination of the accepted or rejected hypothesis is explained as follows:

The competency construct has a t-statistical value of $1.256 = <1.96$, and a p-value of $0.210 = >0.05$. therefore, the first hypothesis states that there is no effect of competency on employee performance.

The competency construct has a t-statistic value of $4.836 = >1.96$, and a p-value of $0.000 = <0.05$. Therefore, the second hypothesis states that there is an effect of competency on employee engagement.

The job characteristics construct has a t-statistical value of $5.205 = >1.96$, and a p-value of $0.000 = <0.05$. Therefore, the third hypothesis states that there is an effect of job characteristics on employee performance.

The job characteristics construct has a t-statistical value of $2.150 => 1.96$, and a p-value of $0.032 = <0.05$. Therefore, the fourth hypothesis states that there is an effect of job characteristics on employee engagement.

The organizational support construct has a t-statistical value of $0.069 = <1.96$, and a p-value of $0.945 = >0.05$. Therefore, the fifth hypothesis states that there is no effect of organizational support on employee performance.

The organizational support construct has a t-statistical value of $1.902 = <1.96$, and a p-value of $0.058 = >0.05$. Therefore, the sixth hypothesis states that there is no effect of organizational support on employee engagement.

The employee engagement construct has a t-statistic value of $0.836 = <1.96$, and a p-value of $0.403 = >0.05$. Therefore, the seventh hypothesis states that there is no effect of employee engagement on employee performance.

4.9.2 Testing of Mediation Effects

At this stage PLS-SEM analysis with mediating effects will be discussed, namely the relationship between exogenous and endogenous constructs through connecting variables. In other words, the effect of exogenous variables on endogenous variables can be directly or through connecting variables. There are three stages to test mediation, namely:

1. First stage

The first stage is testing the effect of exogenous variables on endogenous variables and must be significant at the t value: statistics greater than 1.96

Table 4.13 Path Coefficient First Stage Original

Construct	Original Sample (0)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P-Values
X1→ Y	0.031	-0.134	0.098	1.333	0.183
X2→ Y	0.667	0.661	0.126	5.284	0.000
X3→ Y	-0.006	0.008	0.134	0.045	0.964

Source: Processed primary data, 2022

From Table 4.13 it can be seen that competence has no effect on employee performance with a t-statistic value of $1.333 = <1.96$, job characteristics have a very significant influence on employee performance with a t-statistic value of $5.284 => 1.96$, and organizational support has no influence on employee performance with a t-statistic value of $0.045 = <1.96$.

1. Second Stage

The second stage is testing the effect of exogenous variables on mediating variables and must be significant at the t value statistics greater than 1.96.

Table 4.14 Path Coefficient Second Stage

Construct	Original Sample (0)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P-Values
X1→Z	0.479	0.501	0.100	4.789	0.000
X2→Z	-0.199	-0.206	0.098	2.028	0.043
X3→Z	0.247	0.257	0.127	1.935	0.054

Source: Processed primary data, 2022

From Table 4.14 it can be seen that competency has a significant effect on employee engagement with a t-statistic value of $4.789 = >1.96$, job characteristics have an influence on employee engagement with a t-statistic value of 2.028 , and organizational culture has no effect on employee engagement with a value t statistic $1.935 = <1.96$. Thus, the second condition for testing mediation is met, and can be continued in the third stage.

2. Third Stage

The third stage is testing simultaneously the influence of exogenous variables of competency, job characteristics and organizational support on endogenous employee performance. In the last stage of testing, if the effect of exogenous variables on endogenous variables is not significant, while the effect of mediating variables on endogenous variables is significant. Thus, the mediating variable is proven to mediate the effect of exogenous variables on endogenous variables.

Table 4.15 Path Coefficient of the Third

Construct	Original Sample (0)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P-Values
X1→ Y	-0.100	-0.097	0.080	1.253	0.211
X2→ Y	0.654	0.647	0.125	5.239	0.000
X3→ Y	-0.006	0.008	0.134	0.045	0.964

Source: Processed primary data, 2022

Table 4.15 shows that the t-statistic value of competence on employee performance is not significant with a value of $1.253 = <1.96$, job characteristics on employee performance are very significant with a t-statistic value of $5.239 = > 1.96$, and organizational support for employee performance is not significant with a t-

value statistics $0.045 = <1.96$. These results indicate that employee engagement can only mediate the effect of job characteristics on employee performance.

4.10 Discussion

4.10.1 The effect of competence on employee performance at Banda Aceh Private Hospital

The exogenous construct of competence has no effect on employee performance ($O = -0.131$). The t-statistical value for this relationship is $1.385 = <1.96$, and the p-values are $0.167 = >0.05$. Therefore, the first hypothesis states that competency has no effect on employee performance.

Based on the results of the descriptive analysis in table 4.7, it shows that the average respondent's assessment of the competency variable is included in the high criterion, namely 3.9, as in the statement "the skills you have really support the smooth implementation of tasks" and "you feel you have become part of this agency". However, in the process the correlation has a value that does not have a significant effect on performance. This can be influenced by several other indicators that the authors did not measure in this study, such as compensation and rewards obtained by workers which can affect their performance

Based on the author's observations in several private hospitals in Banda Aceh it can be seen that the skills and abilities of employees are qualified at work but the quality of work is still low, this is not because employees are unable to work, but there are still several factors that make employees lazy at work such as rewards given by the hospital and compensation received every month.

This is evidenced by the demographic data of the respondents, namely that of the 100 respondents who were studied regarding income, it was found that 11 respondents had an income below 1,800,000 while the Banda Aceh UMR salary was far greater than their salary. The author assumes that it is impossible for employees to work optimally if their needs have not been met and the employee may look for other additional work to meet his monthly needs so that he does not work optimally at that place. According to Asmayana (2018) in his research, he stated that compensation has a positive effect on employee performance, the better the compensation obtained, the more enthusiastic the employees are at work.

Meanwhile, the results of research by Rosmaini and Tanjung (2019) show that competence has a positive and insignificant effect on employee performance. Competence is a skill that is owned formally, and it is very necessary that formal recognition is owned by employees of an agency.

The results of this study are in accordance with previous studies, competence does not have a significant effect on employee performance. This is because the competence possessed by employees may not necessarily change the system and the quality of employee performance, because there are many other

factors that can affect employee performance as the authors have explained above.

4.10.2 The effect of competency on employee engagement at Banda Aceh Private Hospital

The exogenous construct of competence has a significant effect ($O=0.479$) on employee engagement. The statistical t value for this relationship is $4.836 = >1.96$, and the p-values are $0.000 = <0.05$. Therefore, the second hypothesis states that competence has a significant effect on employee engagement.

Based on the results of the descriptive analysis in table 4.2, it shows that the average respondent's assessment of the competency variable is included in the high and very high criteria, namely 3.9 and 4, as in the statement "you always want to have better work performance."

The results of this study are supported by the demographic data of respondents, namely the ability of employees to work as evidenced by the last education of the respondents, namely as many as 50 out of the 100 respondents studied have a Bachelor's degree (S1), the level of employee education can determine the ability of employees to be able to take full responsibility for their work and it is also proven with tenure of employees, namely 23 employees who have worked for more than 5 years, each company, length of service and work experience is their priority in giving new responsibilities to their employees.

This research is in line with research developed by Kurniawati (2014) Working period is a person's personal condition in the concept of individual character which is often studied. A long working period is synonymous with seniority in an organization. According to Robbins, tenure is also the most important variable in explaining employee resignation rates (Hadiyani, 2013). The longer an employee works in a company, the less likely the employee will resign.

Meanwhile, according to Srimulyani (2020) in an organization's efforts to gain competitive advantage in the market, employees need to be involved in the workplace, so an effective talent management system is needed because it can increase employee engagement. The aspect of competition and the lack of availability of talented and skilled employees faced by various organizations, it is necessary to retain talented and highly engaged employees to be a top priority for organizations.

4.10.3 The effect of job characteristics on employee performance at Banda Aceh Private Hospital

The exogenous construct of job characteristics has a very significant effect on employee performance ($O=0.667$) The t-statistical value for this construct relationship is $5.243 = >1.96$, and the p-values are $0.000 = <0.05$. Therefore, the first hypothesis states that job characteristics have a very significant influence on employee performance.

Based on the results of the descriptive analysis in table 4.8 it shows that the average respondent's assessment of the characteristic variables is included in the high and very high criteria, namely 3.9 and 4 as in the statements "the work I do is very important for my future self-development" and "I rarely make mistakes at work".

The results of this study have a very good relationship inseparable from the characteristics of the respondents, evidenced by the age of the respondents who are dominated by the age of 29-39 years, this age is a productive age at work, so that employees are able to do work according to the burden required by the company. According to Cherry (2018) the age of 28-40 years is a productive stage in working and thinking, at this age it allows nurses to carry out their duties to the fullest. This age is considered very productive for the workforce because it has sufficient skill maturity and stable physical abilities.

Furthermore, in Naharuddin and Sadegi's research (2013), there is a significant influence between job characteristics on employee performance. This is in accordance with the findings of research conducted that a good work environment will arouse employee morale and have a positive effect on performance.

4.10.4 The effect of job characteristics on employee engagement at Banda Aceh Private Hospital

The exogenous construct of job characteristics has an influence on employee engagement ($O = -0.199$). The t-statistical value for this construct relationship is $2.150 = >1.96$, and the p-values are $0.032 = <0.05$. Therefore, the first hypothesis states that job characteristics have an influence on employee engagement.

Based on the results of the descriptive analysis in table 4.3, it shows that the average respondent's assessment of the job characteristics variable is included in the high and sufficient criteria, namely 3.8 and 2.7 as in the statement "the work I do must come from delegating tasks directly from my supervisor with sources and procedural provisions clear" and "my work makes a major contribution to the hospital".

The results of this study are supported by the results of observations and interviews with the author when collecting research data that the type of work given to each employee is in accordance with the abilities and scientific fields possessed by the employee himself. According to Tamalero et al, (2012) job characteristics are employee task attributes and include a number of responsibilities, various tasks, and the extent to which the job has characteristics that can make employees feel satisfied. Meanwhile, according to Mulyani and Soliha (2014) job characteristics are the basic conditions along with the important elements attached to each job.

Employee involvement is the level when employees are willing to work and are directly involved in their work and direct all their abilities to the job (Mariyanti, 2014). Whereas Lianasari et al, 2017) employee

engagement or employee involvement has a positive attitude towards organizational values and goals, indicating employee awareness of the business context and a willingness to work with colleagues to improve performance at work and for the benefit of the organization.

The results of this study can be concluded that there are 2 benefits with employee involvement, namely: First, it increases the possibility of producing good decisions, better plans, or more effective repairs because it also includes the views and thoughts of those who are directly related to the work situation. Second, engagement Employees also increase their sense of ownership and responsibility for decisions by involving the people who must carry out the responsibilities.

4.10.5 The effect of organizational support on employee performance at Banda Aceh Private Hospital

The exogenous construct of organizational support has no effect on employee performance ($O = -0.006$). The t-statistical value for this relationship is $0.042 = <1.96$, and the p-values are $0.966 = >0.05$. Therefore, the second hypothesis states that organizational support has no effect on employee performance.

Based on the results of the descriptive analysis in table 4.4, it shows that the average respondent's assessment of the organizational support variable is included in the high and very high criteria, namely 3.9 and 4 as in the statements "the hospital provides promotion opportunities (raise) at my job" and "the leadership provides special training for me to improve my abilities and skills according to the field of work that I do" and "the hospital provides other forms of rewards besides salary for performance that is above me".

According to Metria and Riana (2018) that employees who get support from their organization tend not to look for other jobs or will not accept job offers from other companies. Employees will feel supported by their organization when the rewards given are felt to be fair, they have a voice in decisions and when they see their supervisors as supportive. Organizational support is seen as very important for the behavior of its workers, this support can be in the form of attention from leaders to their subordinates and can also be in the form of adequate facilities and infrastructure in supporting the performance of its employees.

From the discussion above, it can be concluded that organizational support is seen as very important for employee behavior. Organizations have an obligation to develop a climate that supports consumer orientation.

4.10.6 The effect of organizational support on employee engagement at Private Hospitals in Banda Aceh

The exogenous construct of organizational support has no effect on employee engagement ($O= 0.247$). The t-statistical value for this construct relationship is $1.966 = <1.96$, and the p-values are $0.058 = >0.05$. Therefore, the first hypothesis states that organizational support has no effect on employee engagement.

Based on the results of the descriptive analysis in table 4.5, it shows that the average respondent's assessment of the organizational support variable is included in the high criteria, namely 3.8, as in the statement "the hospital gives me an achievement allowance if I have an increase in achievement" and "I feel very comfortable with the environment and work activities in the hospital or my work unit".

Zafar et al, (2014) stated that high employee engagement with the organization will increase retention. Sadangka employee retention as a systematic effort by employers to build a conducive working atmosphere that promotes a culture of retention is an organizational ability to retain key employees owned by the company to remain loyal to the organization (Srimulyani, 2020).

The results of the author's observation that employees also give high ratings regarding talking about positive things about the organization and work such as talking about cohesiveness with co-workers in carrying out tasks and feeling capable of carrying out the tasks assigned by the company. Meanwhile employees only give sufficient ratings regarding feelings of carrying out work best way to increase self-esteem. This is based on the fact that the demand to carry out the best work is an obligation for every employee so that employees who achieve good work results are considered normal and have no effect on increasing self-esteem.

Adequate ratings are also given regarding using extra effort and demonstrating behaviors that contribute to organizational success. This shows that employees are only limited to carrying out their duties according to their abilities and there is no desire to further improve in order to achieve maximum work results as there is still a desire to postpone work and finish it the next day so as to make work completion time longer.

Based on the research obtained, it shows that for employee engagement or higher employee involvement, employees' self-esteem can be increased. In this case, it is necessary to provide awards such as rewards to employees who are able to work well because this makes employees feel that their hard work is recognized and cared for by the hospital so that with appreciation it will increase employee self-esteem.

Employees must also show higher effort as a form of involvement in work such as eliminating the desire

to postpone work, that is, if the work can be completed in one day, they try to finish it even if they have to reduce rest time or work overtime. This makes the higher involvement of employees will help in achieving work targets while at the same time showing that employees are committed to sacrifice for the benefit of the company.

4.10.7 The effect of employee engagement on employee performance at Banda Aceh Private Hospital

The exogenous construct of employee engagement has no effect on employee performance ($O = -0.067$). The t-statistical value for this construct relationship is $0.836 = <1.96$, and the p-values are $0.403 = >0.05$. Therefore, the seventh hypothesis states that employee engagement has no effect on employee performance.

Based on the results of the descriptive analysis in table 4.6, it shows that the average respondent's assessment of the employee engagement variable is included in the high criterion of 3.7, as in the statements "I am always willing to complete any task with the type and level of difficulty" and "I always think about work even though I have come home from work".

Based on the research obtained, it shows that employee engagement or higher employee involvement can be done by increasing employee self-esteem, namely for employees who work well, they need to be given awards such as praise or a charter so that employees feel more accomplished than their colleagues and this will raise self-esteem and feel more satisfied at work and in return employees will want to have high involvement in work processes within the company. Employees must also show higher effort as a form of involvement in work such as being willing to increase working hours so that work can be completed on time so that work targets are achieved. This achievement will certainly also satisfy the employees themselves.

According to Kurniawati (2018) the better the quality of work life in the company, the more work engagement it will increase . Employees are more engaged in their work, so there must be support from leaders, and strong relationships with leaders, especially in terms of communication.

This indirectly reflects that a healthy environment too, and motivation in a person's ability towards himself will increase the person's performance at work, which will automatically greatly affect the increase in the person's work engagement in the company. Based on the results, the first hypothesis reads "Quality of Work Life influences the Company.

5. Closing

5.1 Conclusion

Based on the results of the data analysis that has been carried out on all the data obtained, the following conclusions can be drawn:

- 1) Competence has no significant effect on employee performance at private hospitals in Banda Aceh with $p = 0.210$ and t-statistic 1.256.
- 2) Competence has a significant influence on employee engagement at private hospitals in Banda Aceh with $p=0.000$ and t-statistic 4.836.
- 3) Job characteristics have a very significant effect on employee performance at private hospitals in Banda Aceh with $p = 0.000$ and t-statistic 5.205.
- 4) Job characteristics have a significant influence on employee engagement at private hospitals in Banda Aceh with $p= 0.032$ and t-statistic 2.150.
- 5) Organizational support has no effect on employee performance at private hospitals in Banda Aceh with $p=0.945$ and t-statistic 0.069.
- 6) Organizational support has no effect on employee engagement at private hospitals in Banda Aceh with $p= 0.058$ and tstatistic 1.902.
- 7) Employee engagement has no effect on employee performance at private hospitals in Banda Aceh with $p= 0.403$ and tstatistic 0.836.
- 8) Control of sea/port transportation is carried out to reduce interactions, travel restrictions, and gathering of people in crowded places because the most worrying means of spreading the virus are transportation, especially public transportation.

5.2 Suggestions

Based on the conclusions that have been put forward, suggestions are given that can improve employee performance. The suggestions that can be given to private hospitals in Banda Aceh are:

- 1) Competence, in order to ensure that employees have the right competencies to work within the organization and fulfill its purpose.
- 2) Job characteristics need to consider providing jobs that make employees more flexible in managing work, such as giving freedom in making work plans and schedules for carrying out various activities.
- 3) Organizational support, in order to improve welfare so as to increase the work productivity of its employees.
- 4) Employee engagement is a form of employee involvement in the company. In this case, so that employees have higher involvement in work, it is necessary to increase the value of appreciation to employees for the involvement they show, such as giving awards that can increase employee

self-esteem, namely giving rewards to employees who excel so that they feel their hard work is appreciated. by company.

- 5) Employee performance, in order to display optimal performance including increased work productivity.
- 6) It is hoped that the employees of the Banda Aceh private hospital will be able to improve HR competence by holding and recommend training for employees concerned with the job..
- 7) Support every process carried out by the existing internal organization.

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