

**THE INFLUENCE OF JOB EMBEDDEDNES ON EMPLOYEE PERFORMANCE
WITH RESONANT LEADERSHIP AS A MODERATING VARIABLE**

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Abstract

This research is a quantitative study with an explanatory approach. The data used in this article are primary data that researchers obtained from an online questionnaire of 350 Mitra Bangunan employees spread throughout Indonesia. The questionnaire consists of 10 statements related to Job Embeddedness, Employee Performance, and Resonant Leadership. The data obtained were analyzed using the smart PLS 4.0 analysis tool. The result in this article show convincingly that the Job Embeddedness variable can have a positive relationship direction and a significant influence on Employee Performance because the P-Values are positive and below the significance level of 0.05, namely 0.011.. In the next row, the second hypothesis can also be accepted and proven. This is due to the same reason, namely the P-Values are positive and below the significance level of 0.05, namely 0.000. On this basis, the first and second hypotheses in this article can be accepted.

Keywords: *Job Embeddednes, Employee Performance, Resonant Leadership*

1. INTRODUCTION

The term embeddedness has been used in the sociological literature to describe the process by which social relationships influence and act upon economic constraints. Embeddedness is the idea that individuals can become embedded in their surroundings in certain situations, that employees have a difficult time separating from the organization) . Job embeddedness is the totality of psychological, social, and financial influences an employee has on their organization and community that influence their choice to stay or leave their job(Mitchell 2001).

In order to understand the factors related to a person's desire to leave their job, mdeveloped a measurement of job embeddedness. Job embeddedness is a number of factors that can influence employees to stay in their jobs (E 2012). These factors consist of link, fit, and sacrifice where the three factors are seen in terms of the job itself (on-the job) and things outside the job (off-the job). Off-the job here refers to the community or social environment that a person has.

Referring to the theory put forward by (Bakker 2012), then (Suwatno 2011a) viewed job embeddedness as a person's general attachment to their job. In their research, Crossley et al. (2007) developed a global measurement of job embeddedness. This development was carried out based on the consideration that the overall impression of employee attachment to their job was considered better than adding up each part, as done by (Mitchell 2001). In addition, a study conducted by (Supriyanto 2019) found evidence that off-the-job embeddedness did not

have a significant relationship with the intention to leave the job. This means that off-the-job embeddedness is not good enough in predicting employee intentions to leave their jobs.

(Suwatno 2011b) stated that job embeddedness is an extension of a set of influences on individuals to stay in their jobs. Job embeddedness shows that there are many things that connect employees and their families in social, psychological, and financial terms that include work and non-work friends, groups, then on the job, and the environment in which employees live. High levels of Job embeddedness indicate that someone feels compatibility between their personal career needs, their goals, namely the values and people of work and organization; experiences positive formal and informal connections between employees and teams or organizations; and feels the cost is too high to leave the job (Khairul 2021).

(Mangkunegara 2013) define job embeddedness as attachment to a job that makes an individual loyal and continues to work for the company. Job attachment will make an individual loyal and continue to work for their company. Individuals are always willing to devote their energy to keep the company alive because of the awareness that the company needs them. A person's attachment to their job is also the glue for them to stay in that job.

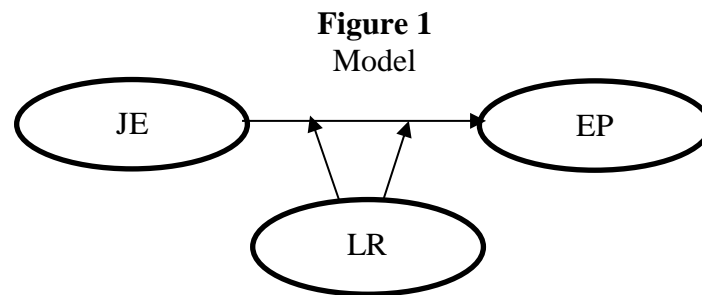
Based on the description above, researchers believe that Job Embeddedness can have a positive relationship direction and significant influence on Employee Performance. According to Byars and Rue (Dewi and Suhardi 2021) performance is the degree of task arrangement that regulates a person's work. So, performance is the willingness of a person or group of people to carry out activities or perfect them according to their responsibilities with the expected results. According to (Rita 2020) performance is an expression of a person's potential in fulfilling their responsibilities by setting certain standards. Performance is one of the total collections of work that exists in the worker. According to (Rati Wulandari 2019), performance is the extent to which a person has played for him in implementing organizational strategies, both in achieving specific goals related to individual roles and/or by demonstrating competencies that are stated to be relevant to the organization. Performance is a multidimensional concept that includes three aspects, namely attitude, ability and achievement.

According to Schuler and Jackson 2004 (Teguh, Bambang Swasto, and Ika 2017) there are 3 basic types of performance criteria, namely: a. Criteria based on traits focus on the personal characteristics of an employee. Loyalty, reliability, communication skills, and leadership skills are traits that are often assessed during the assessment process. This type of criterion focuses on how a person is, not what a person achieves or does not achieve in his/her work. b. Criteria based on behavior focus on how the work is carried out. This type of criterion is very important for jobs that require interpersonal relationships. For example, are the HR friendly or pleasant. c. Criteria based on results, this criterion is increasingly popular with the increasing emphasis on productivity and international competitiveness. This criterion focuses on what has been achieved or produced rather than how something is achieved or produced (Fortuna 2020).

Several previous studies have shown (Manihuruk and Soehari 2020); (Zakaria, R., & Isthofaina 2017); (Windarto 2021); (Munsir, Irwandy, and Syamsuddin 2020); (Subkhi and

Danupranata 2016)& (W 2020). Unlike the six studies above, this article adds the Resonant Leadership variable as a moderating variable.

2. RESEARCH METHODS



Noted:

JE : Job Embeddednes

EP: Employee Performance

LR: Leadership Resonant

From the first image above which discusses the research model, it can be concluded that this article aims to analyze the influence of Job Embeddedness on Employee Performance. These results are in line with a number of previous studies, namely (Manihuruk and Soehari 2020); (Zakaria, R., & Isthofaina 2017); (Windarto 2021); (Munsir, Irwandy, and Syamsuddin 2020); (Subkhi and Danupranata 2016)& (W 2020). Unlike the six studies above, this study adds a Resonant Leadership variable which is believed to be able to strengthen the influence of the Job Embeddedness variable on Employee Performance (Sugiyono 2019). This research is a quantitative study with an explanatory approach. The data used in this article are primary data that researchers obtained from an online questionnaire of 350 Mitra Bangunan employees spread throughout Indonesia (Abdurahman 2016). The questionnaire consists of 10 statements related to Job Embeddedness, Employee Performance, and Resonant Leadership (Manzilati 2017). The data obtained were analyzed using the smart PLS 4.0 analysis tool with the following hypothesis.

Hypothesis:

H1: The Influence of Job Embeddednes on Employee Performance

H2: Leadership Resonant Can Moderates The Influence of Job Embeddednes on Employee Performance

3. RESULT AND DISCUSSION

Background Analysis

The term embeddedness has been used in the sociological literature to describe the process by which social relationships influence and act upon economic constraints. Embeddedness is the idea that individuals can become embedded in their surroundings in certain situations, that employees have a difficult time separating from the organization) . Job embeddedness is the totality of psychological, social, and financial influences an employee has on their organization and community that influence their choice to stay or leave their job(Mitchell 2001).

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Validity Test

In accordance with the mandatory sequence, if using primary data with the smart PLS 4.0 analysis tool, it must go through several mandatory stages, including the validity test stage, the reliability test stage, and the path coefficient that has a dependency on each other. As an initial door, here are the results of the validity test in this article (Hair 2010):

Table 1
Validity Test

Variable	Question Item	Loading Factor
Job Embeddednes (X)	The suitability of the work given to the employee's abilities can affect the employee's work results	0.882
	The suitability of the work given to the employee's abilities can affect Employee Performance	0.895
	The session of the work given can make employees enthusiastic about working	0.886
	The session of the work given can make employees loyal to the company	0.893
Employee Performance (Y)	Employee Performance can be influenced by Resonant Leadership	0.921
	Employee Performance can be influenced by Job Embeddedness	0.919
	Employee Performance can be influenced by employee loyalty	0.972
	Employee Performance can be influenced by employee loyalty	0.928
Leadership Resonant (Z)	Resonant Leadership can affect Job Embeddedness	0.981
	Resonant Leadership can	0.983

	affect Employee Performance	
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Valid > 0.70

Reliability Test

The results of the validity test section above show each question item used, which consists of 6 question items for the Job Embeddedness variable, 4 statement items for the Employee Performance variable, and 4 question items for the Resonant Leadership variable. (Ghozali 2016):

Table 2
Reliability Test

Variable	Composite Reliability	Cronbach Alfa
Job Embeddednes	0.876	0.835
Employee Performance	0.962	0.922
Leadership Resonant	0.992	0.951

Reliable > 0.70

Path Coefisien

The final stage is the stage of proving whether each hypothesis used in this article can be accepted or not and whether each independent variable has a significant effect on the dependent variable. To find out more details, here are the results of the path coefficients in this article (Sarstedt et al. 2014):

Table 3
Path Coefisien

	Variable	P-Values	Noted
Direct Influence	JE->EP	0.011	Accepted
Indirect Influence	LP* JE->EP	0.000	Accepted

Significant Level < 0.05

The results of the third table above, it can be concluded convincingly that the Job Embeddedness variable can have a positive relationship direction and a significant influence on Employee Performance because the P-Values are positive and below the significance level of 0.05, namely 0.011. These results are in line with previous studies, namely (Manihuruk and Soehari 2020); (Zakaria, R., & Isthofaina 2017); (Windarto 2021); (Munsir, Irwandy, and Syamsuddin 2020); (Subkhi and Danupranata 2016) & (W 2020) which have the same direction and influence. In the next row, the second hypothesis can also be accepted and proven. This is due to the same reason, namely the P-Values are positive and below the significance level of 0.05, namely 0.000. On this basis, the first and second hypotheses in this article can be accepted.

4. CONCLUSION

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