

MEDIATING EFFECT OF WORK ENGAGEMENT BETWEEN THE RELATIONSHIP OF SELF-EFFICACY, CAREER IDENTITY, WORK ENVIRONMENT AND JOB EMBEDDEDNESS

Syaiful Bahri^{1*}, R. Sabrina², Emilda Sulasmi³

^{1,2,3}*Universitas Muhammadiyah Sumatera Utara, Jl. Kapten Mukhtar Basri No 3, Medan 20238, Indonesia*

^{1*}*syaifulbahri@umsu.ac.id (Corresponding Author)*

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Abstract: The prime objective of the current study was to examine the relationship between self-efficacy, work environment, career identity, work engagement and job embeddedness. Furthermore, the mediating association of work engagement is also examined in the proposed model. This study is conducted in the hotel industry of Indonesia. The data was gathered from the workers of different hotels. The response rate of the present study is 75.3%. PLS-SEM tool is used by the researcher for the analysis of the present study on the basis of data collected. The findings of the study point out that work engagement of the employees is significantly impacted by self-efficacy, career identity and work environment, which in turn have a significant link with job embeddedness. Moreover, mediating relationship work engagement is also proved significant statistically in the present paper. The findings of the study fill the gap of limited studies conducted to examine strategies for the creation of job embeddedness among employees. In the end, the results are important for the policymakers of the hotel industry by which they can develop strategies to create work engagement and job embeddedness among employees of the hotel sector.

Keywords: Job embeddedness; work engagement; self-efficacy; work environment; Indonesia

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1. Introduction

In the era of intense competition, employees are the asset of the organization. They are more important for firms operating in the service sector. Therefore, organizations must focus on the factors that can create high job embeddedness among the employees. Such strategies are important because the employees who want to leave the organization, provide poor services and do not produce quality products. Job embeddedness is stated as the combination of forces stopping a person from quitting the work (Yao, Lee, Mitchell, Burton, & Sablynski, 2004). The workers who are more embedded in their job will have less willingness to quit their job. As a result, they will be engaged with the organization and focus on achieving organizational goals (Takawira, Coetzee, & Schreuder, 2014; Chena et al., 2020; Combita Mora, 2020).

In the same context, work engagement is also very significant for the organization as it contributes towards the achievement of goals (Demerouti, Cropanzano, Bakker, & Leiter, 2010; Laužikas, & Miliūtė, 2020; Idris, Adi, Soetjipto, & Supriyanto, 2020; Salleh, Omar, Aburumman, Mat, & Almhairat, 2020; Hitka, Lorincová, Vetráková, Hajdúchová, & Antalík, 2020).

The Performance of the individual, team and overall organization is mainly dependent upon the factor of work engagement. Moreover, the satisfaction of the customers and the financial results of the organization are also dependent upon the factor of work engagement of employees. On the other hand, factors like situational and per-

sonal factors also contribute to the work engagement of individual (Yongxing, Hongfei, Baoguo, & Lei, 2017).

The basic idea of work engagement is being used in literature since long despite that there exists disagreement regarding the real meaning of the term. As there is a lack of definition of the concept, therefore a number of different definitions are presented by the authors regarding the construct. But all of the researchers have an agreement that work engagement is important and beneficial for both organization and individual. The employees who are engaged are expected to perform better at their job (Demerouti et al., 2010). Engaged employees perform better than the non-engaged employees because of positive emotions such as enthusiasm, joy and happiness. If organizations want to create a better workplace with high performance, awareness should be created among the employees regarding their impact on their behaviour (Kuok & Taormina, 2017).

Career identity is very important for an individual. It is considered important to help an employee in order to deal with the problem of shifting careers. Identity of the career is not related to a specific place or role. Its meaning is devised from the sequence of experience of work-related matters. In this matter, career identity plays a very important role and basis to develop a particular identity. Additionally, it helps the individual to define what an individual is and what are the actions which should be taken in the context of a career. Researchers argued that identity is not an individual construct; in fact, it is the complete phenomena which require regular monitoring and identity work (LaPointe, 2010).

In the present business scenario, academicians and practitioners are more concern regarding the workplace environment. The reason for rising concern is that more than half of the time of an individual is spent there. The indoor environment and behaviour of the colleagues impact the abilities, actions, behaviours, concentration, emotional and cognitive state of the individual. As a result, the overall work performance of the individual is impacted (Chandrasekhar, 2011). The environment is the place which is the surrounding of the individual. One important aspect of the environment is the physical work environment which includes tangible elements. These elements are related to office equipment. These elements show the ability of an individual by which he or she can be physically connected to the work environment. Moreover, the quality and nature of the work environment are considered important regarding the way employees perform and interact during their roles. It also includes the emotional, physical and mental states (Madu, Asawo, & Gabriel, 2017).

Organizational success is mainly dependent upon the factor of the employee's job performance. Motivational level of the individual is impacted by the quality of the workplace environment. When workers emotionally and physically desire to work, then the chances of success of the business rise. It's also pointed out that the rate of absenteeism is also reduced because of the proper environment in the workplace. As a result, performance can be improved as well. Engagement, productivity and morale of employee is impacted by the workplace environment (Chandrasekhar, 2011). In fact, it has the capability to impact both in a negative and positive manner. In the same context, the workplace environment has the capability to impact the engagement of employee and job embeddedness in both positive and negative manner (Cynthia & Dwi Irvianti, 2015).

Researchers have defined self-efficacy as the level of confidence which an individual has to reach a certain goal. Self-efficacy is also treated as the confidence of the individual which a problem can be tackled while performing any task. It is a very important factor for the enhancement of performance and organizational profitability. The employees who show a high level of self-efficacy are beneficial for the organization because they are willing to new ideas, show a high level of planning and have less error in their work. The employees having a low level of self-efficacy will be having the feeling of anxiety and stress, which will have a negative impact on their output. Additionally, the person who has a high level of self-efficacy are eager to work, flexible, healthy and happy. Thus, self-efficacy is important for organizational output (Glaser & Hecht, 2013).

Indonesia is the fourth most populous country in the world. Moreover, it is one of the beautiful tourist destinations. In this scenario, the number of hotels in Indonesia is rising, which give rise to the need for HR. There is a rapid rise in international tourist in Indonesia since 2016, about 9% every year. In this scenario, hotels should focus on activities and strategies by which they can create job embeddedness and engage the employees in a

long period of time (Mahendradhata, 2019). Hence, the main objective of the present research is to examine the association of self-efficacy, job identity and workplace environment with job embeddedness of the employee. Additionally, the mediating role of employee engagement will be examined, as well.

2. Review of Literature

Job embeddedness

In literature job, embeddedness is described as the combination of forces which force an employee to work in any organization or in other words keep him or her from leaving the job (Yao et al., 2004). Job embeddedness is discussed in the literature as community embeddedness and organizational embeddedness. Researchers pointed out that if the job is not related to posting at different places, organizational embeddedness is the best strategy to retain the customer. Therefore, in the present research, job embeddedness is measured in term of organizational embeddedness. Researchers discussed job embeddedness in terms of connection to the other job aspects the term job embeddedness is relatively a new construct which was initially used by (Mitchell & Lee, 2001). this construct basically represents the factors which are very broad in nature and influence the decision of the employee to leave or remain in the organization (Mitchell & Lee, 2001; Hussain et al., 2020).

Researchers mentioned that the basic characteristic of job embeddedness is the linkage among linkage individual having a job and their fit with the job they are doing. It includes the facilities of the job which they will have to sacrifice if they leave the job (Crossley, Bennett, Jex, & Burnfield, 2007). Basically, job embeddedness is the informal/formal linkage among entities of the job and employees. As the higher will be the link among employee and job entities, the higher will be the likelihood that employee will not leave the organization (Holtom, Mitchell, & Lee, 2006). The term fit is used by the researchers, which shows the compatibility of the employee with job and organization. The higher level of fit will lead to a high job embeddedness level. Another term used by the researcher is the sacrifice which shows the psychological cost one has to bear in case of losing the job. Therefore, higher will be the cost higher will be the job embeddedness (Halbesleben & Wheeler, 2008).

A number of people do not want to leave the organization because of their connection with projects, people and activities at the workplace (Mitchell, Holtom, Lee, Sablinski, & Erez, 2001). Researchers suggested that if the person is more connected to the organization, it is more likely that he or she will stay in the organization (Friedman & Holtom, 2002). Therefore, when an employee leaves the organization, they have to give up of sacrifice a number of things like social networks, routines and perks which are associated with the organization.

Work engagement: Job Embeddedness

Work engagement shows working state, which is positive and also have a constructive impact on the performance of the companies. For the success of the organization, work engagement is the important indicator because it has a very important and key impact on the profitability of the firm, the success of the organization, satisfaction of the customer, reduction of turnover intention, job satisfaction and performance of the employee. The workers having high level of engagement with their jobs show extra-role performance, are active in their jobs, improve their knowledge and skills, help other employees as well, respect the co-workers and have very positive behaviour regarding their (Halbesleben & Wheeler, 2008; Thaker et al., 2020).

It's been argued that work engagement of an employee most often alters with the passage of time. Work engagement of the employee is not stable all the time. It shows the engagement of work changes with the passage of time on the basis of working conditions. On the other hand, job embeddedness of the employee changes slowly as compared to job engagement. It is because the events around the employee have the capability to impact the job embeddedness. Researchers in a study posits that employee having high organizational resources are more engaged in their workplace. Thus, they are more embedded in their job. In the same context, Halbesleben and Wheeler (2008) empirically found a significant influence of work engagement on job embeddedness,

Career Identity

Career Identity in literature is considered as a phenomenon which is subjective in nature. Career identity consists of dispositions of individual including experience, motives, values, beliefs and attributes. Career identity can be measured through strength, clarity and content (McArdle, Waters, Briscoe, & Hall, 2007). In literature, career identity is discussed in stages to achieve stability in some period of time (Sullivan & Crocitto, 2007). The career identity of the person shows the competency of knowing why, knowing why competency shows the attributes, namely individual values, personal meaning and career motivation. In the new career environment, external trajectories of career are less defined. Therefore, it is important to provide the internal trajectory to an individual especially in the scenario when an employee finds herself/himself outside organizational boundaries. Additionally, the authors mentioned that in the current turbulence environment of career, career identity of an individual must be decoupled with the identity of the organization. Such career identification represents an employee with larger career interest, motivations and personal values. In the time when an employee is having a tough time because of their unemployment can look for jobs based on their career identity (Sullivan & Crocitto, 2007).

Career identity of the employee is referred to as a network or structure in which an employee create linkage of his/ her own competencies, interests and motivations with career roles which are acceptable. Career identity is very important to create work engagement within an individual and for the development of a career within the organization. The researcher emphasized that there exists a positive association between work-based identity and work engagement of the workers (de Braine, Bothma, & Jansen, 2015).

Work Environment

It is very critical for organizations for identifying the aspects that can contribute to employee satisfaction. The perception of employees towards work environment can impact performance, motivation and commitment of the employee. As a result, organizations can gain a competitive advantage over competitors. Employee attitude is impacted by an empowered and motivational work climate. As a result, the attitude of employee gain positivity and performance at the workplace is improved. The work environment, which is effective makes the work environment motivating, satisfactory, comfortable, creative and attractive. As a result, employees get the purpose to work and feel pride as well. There are a number of tools that can be used by organizations to manage their workplace including good physical working conditions, better work as the concept, improve environmental modelling, feedback, rewards, job fit, encouraging environment for human, enhancing the friendly environment, hazard control and noise control (Taiwo, 2009).

The way the workplace is occupied and designed can affect the way employee perceive regarding work, new knowledge creation, employee commitment and performance of the organization. There are a number of research-level cornerstones considered as workplace environmental psychology. The researcher pointed environmental factors showing the immediate environment of job which contain required skills needed to do a job, autonomy, authority and relationship with co-workers and supervisors (Khan, Azhar, Parveen, Naeem, & Sohail, 2011).

Researchers in their study reported a significant relationship among engagement of employee and work environment (Anitha, 2014). Workplace conditions play a very important role to keep an employee working in that firm. New candidates are attracted because of the safe work environment. These candidates try to get a job in the organizations having a safe and comfortable work environment. The role of the work environment is very important as employees always wish to have a job in a safe working place. Past studies found that the work environment plays a very important role to determine employee engagement within the organization. The researcher has mentioned a number of different work environment aspects which can impact the engagement of the employee. Same results were also depicted in the studies conducted by Mohda, Shaha, and Zailan (2016).

Self-Efficacy

In past researches, self-efficacy is defined as the judgement of employees regarding the capabilities to execute and organize the required actions to get the required performance. Researchers pointed out that motivation is involved in self-efficacy, which is related to the high level of job performance (Chaudhary, Rangnekar, & Barua, 2012). In the same context, self-efficacy is also known as affective and cognitive belief in the competency of an individual as an ability assessment of an individual to do a certain task. The work performance of the individual is related to the self-efficacy of the individual, and it is positively related to the persistency behaviour, intensity and initiation (Chaudhary et al., 2012). The belief of an individual regarding self can make a person able to control himself. By this way, they can be who they are and what is their future. Additionally, the belief of a person on himself or herself includes perception regarding their capability in order to deal with a few situations and set the strategies to handle the problem. It is because employees with self-efficacy of high level have the perception that they can handle several different problems at a time. On the other hand, employees who have less confidence cannot fulfil the demand of the work despite having adequate resources at work (Glaser & Hecht, 2013).

Self-efficacy and Work Engagement

Academics argued that self-efficacy is promoted through the personal resources of an employee such as self-efficacy. The employees who possess high self-efficacy will work proactively to alter their social environment. As a result, the positive perception will be influenced by them with the passage of time regarding their work.. It is very important for individuals to have confidence regarding their work and tasks. It is because these employees will be assisted this way to complete their work fully with devotion and dedication (Agrawal, Chaudhary, Rangnekar, & Barua, 2012). Thus, work engagement will be enhanced with the passage of time.

It is expected that individuals within an organization pose certain behaviour which will help the organization to achieve its goals. The situation when individuals have higher self-efficacy level, their confidence level will be high regarding the completion of their tasks. Such employees will have to face fewer difficulties in terms of demands related to work. As a result, these employees will be more engaged in their organization and work. Therefore, a high level of self-efficacy is required to enhance or maintain employee engagement (Alessandri, Borgogni, Schaufeli, Caprara, & Consiglio, 2015).

Based on above discussion, the hypothesis drawn are described below (see Chart 1):

Following hypotheses are developed from the above literature review

H1: *WORK engagement is significantly in relation with career satisfaction.*

H2: *Career identity is significantly in relation with work engagement.*

H3: *Work engagement is a significant mediator between career identity and career satisfaction.*

H4: *Workplace environment is significantly related to work engagement.*

H5: *Work engagement is a significant mediator between workplace environment and career satisfaction.*

H6: *Organizational policies are significantly related to work engagement.*

H7: *Work engagement is a significant mediator between organizational policies and career satisfaction.*

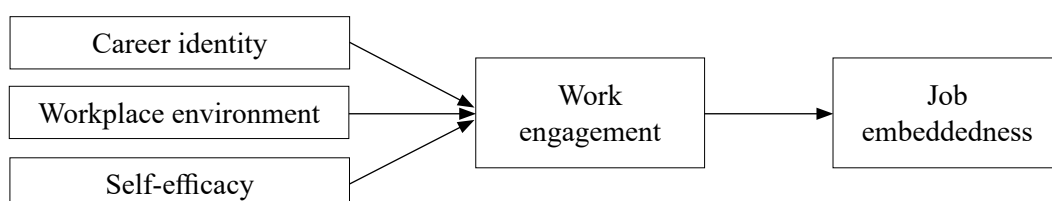


Chart 1. Research Framework

3. Methodology

This section of the research shows the way by which the present research was investigated on the basis of the proposed hypothesis. The nature of the present study is quantitative. Primary data was collected for current study analysis from the employees of the Indonesian hotel sector. The researcher assumes that the information obtained from employees is accurate and reliable. Self-administered questionnaires were distributed among employees of hotels. Five hundred thirty questionnaires were distributed. Three hundred ninety questionnaires were collected and used for further analysis of data. The response rate was 73.58%. The items of the study were adopted from past literature. The data was analysed by using smart PLS 3.2.9.

4. Results

After the collection of data, the most important step is to select the appropriate tool for statistical analysis (Sarstedt, Ringle, Henseler, & Hair, 2014). In this perspective, the present study has used SEM, also known as structural equation modelling in order, to quantify the relationship among the variables of the study. SEM is the flexible and appropriate technique for assessing the variables. Additionally, to make the hypothesis of the structural relationships among the variables of the study. For this purpose, structural and measurement models are used (Hair, Ringle, & Sarstedt, 2013). Researchers have used the technique of SEM in a number of studies including universities, firms, construction industry, transportation industry, manufacturing industry and many other sectors.

For the structural equation model, there are two approaches known as CM-SEM, which is the co-variance-based approach. Whereas, other is the component-based approach, also known as PLS. CB-SEM has a tendency for minimizing the variance between the predicted model and sample covariance (Urbach & Ahlemann, 2010; Dalle et al., 2020; Yunani et al., 2020)2010. On the other hand, covariance is maximized among variables through PLS (Hair et al., 2013) ϕ .0. A number of different studies have recommended using PLS despite a number of shortfalls of the procedure (Henseler & Ringle, 2009). Despite that, the present study has used PLS-SEM for the analysis purpose among the variables. For this purpose, the present study has used PLS 3.2.9 which have the capability to provide substantial relations among the variables (Figure 1).

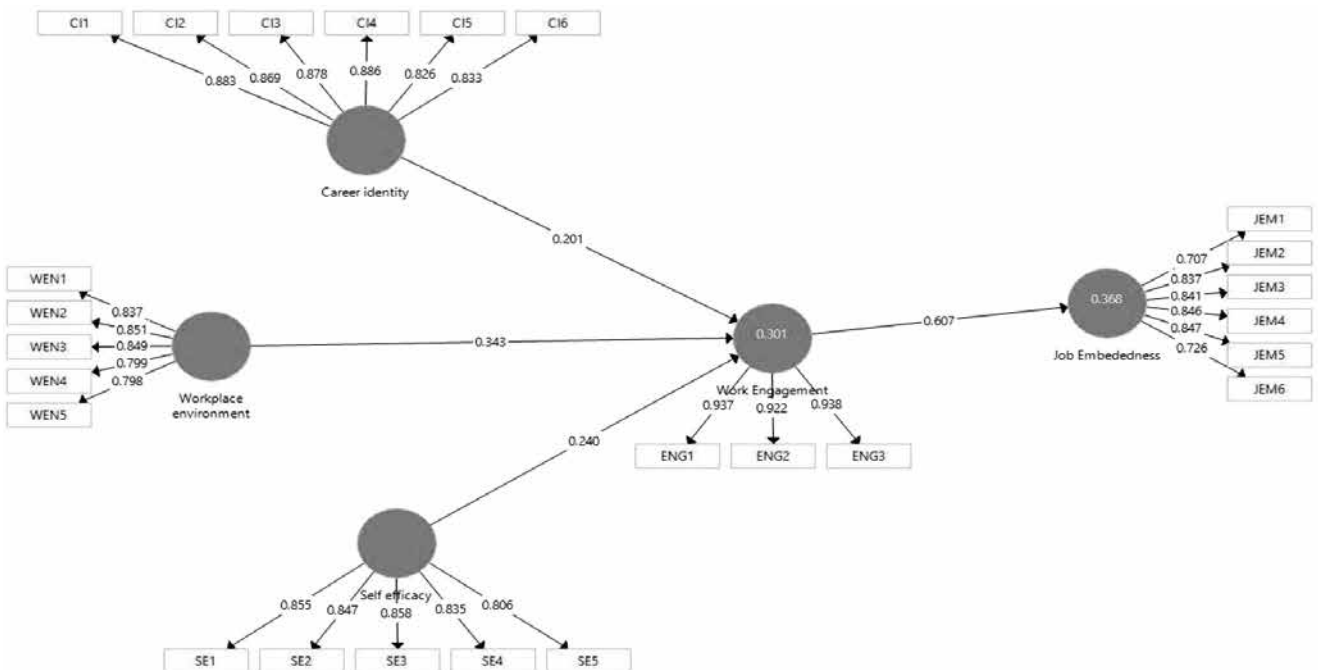


Figure 1. Measurement Model

Note: SE= self-efficacy, CI= Career Identity, ENG= Work Engagement, WEN= work environment, JEM= Job embeddedness

The analysis through PLS consist of two stages. The first stage is known as the measurement model. For assessing the validity and consistency of the variables, the measurement model is recommended to be used. Reliability test is conducted for computing the internal consistency of the variables. On the other hand, discriminant validity and convergent validity are computed to test the validity (Hair, Ringle, & Sarstedt, 2012).

Table number 1 displays the outer loading of the items involved in research mentioned that the outer loading of the items should be more than 0.7. therefore, the item CI 7 having loading less than 0.7 was deleted from the analysis (Table 1).

Table 1. Factor Loading

	CI	ENG	JEM	SE	WE
CI1	0.883				
CI2	0.869				
CI3	0.878				
CI4	0.886				
CI5	0.826				
CI6	0.833				
ENG1		0.937			
ENG2		0.922			
ENG3		0.938			
JEM1			0.707		
JEM2			0.837		
JEM3			0.841		
JEM4			0.846		
JEM5			0.847		
JEM6			0.726		
SE1				0.855	
SE2				0.847	
SE3				0.858	
SE4				0.835	
SE5				0.806	
WEN1					0.837
WEN2					0.851
WEN3					0.849
WEN4					0.799
WEN5					0.798

Note: SE= self-efficacy, CI= Career Identity, ENG= Work Engagement, WEN= work environment, JEM= Job embeddedness

Research has recommended calculating AVE, CR and Cronbach alpha under PLS to determine the convergent validity of variables. It is mentioned that the coefficient that can be used to assess the measurement item's internal consistency is Cronbach alpha. It reflects that all items of the construct are reliable. Researchers proposed that the value of Cronbach alpha must be higher than 0.7. Instead, CR use standardizes loading, which is an improved measure of internal consistency. It is recommended that the value of CR must be more than 0.7. On the other hand, the recommended criteria for AVE value is minimum 0.5 in order to assess the convergent validity Fornell and Larcker (1981) Table 2 below displays the values of CR, AVE and Cronbach alpha within the acceptable criteria.

Table 2. Reliability and Validity

	Cronbach's Alpha	rho_A	CR	(AVE)
CI	0.931	0.933	0.946	0.745
ENG	0.925	0.927	0.952	0.869
JEM	0.894	0.946	0.915	0.645
SE	0.896	0.897	0.923	0.706
WE	0.885	0.888	0.916	0.684

Note: SE= self-efficacy, CI= Career Identity, ENG= Work Engagement, WEN= work environment, JEM= Job embeddedness

In the present study, Fornell and Larcker (1981) criteria are used to assess the discriminant validity of the data. Discriminant validity shows the variables of research are related to each other. Discriminant validity is determined if every variable's AVE is more than the maximum square of remaining variable. As per criteria, discriminant validity is used to (Table 3).

Table 3. Discriminant Validity

	CI	ENG	JEM	SE	WE
CI	0.863				
ENG	0.326	0.932			
JEM	0.495	0.607	0.803		
SE	0.276	0.368	0.412	0.840	
WE	0.172	0.428	0.373	0.210	0.827

Note: SE= self-efficacy, CI= Career Identity, ENG= Work Engagement, WEN= work environment, JEM= Job embeddedness

On the basis of above-mentioned rules and tables, the measurement model was assessed in the present study. The values of AVE are more than 0.5, as mentioned in table 2. Moreover, the value of CR and Cronbach Alpha is more than 0.7.

After the successful assessment of the measurement model, the next step is the structural model. This step is used to assess the proposed hypothesis of the study. For this step, the bootstrapping method was adopted in which 390 cases were run at the subsample of 5000. As a result, p values, t values and path coefficients were obtained along with standard errors. Path coefficient shows the beta coefficient of the study. On the other hand, for a relationship to be significant, cut-off t-value is 0.967 at the level of significance of 5%.

The results of the direct hypothesis proposed are mentioned in the table below. The values of the table 4 show all of the proposed relationships have a significant relationship with each other.

Table 4. Direct results of the study

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
CI -> ENG	0.201	0.202	0.050	4.063	0.000
ENG -> JEM	0.607	0.608	0.028	21.376	0.000
SE -> ENG	0.240	0.240	0.056	4.305	0.000
WE -> ENG	0.343	0.343	0.052	6.537	0.000

Note: SE= self-efficacy, CI= Career Identity, ENG= Work Engagement, WEN= work environment, JEM= Job embeddedness

Mediation results are also obtained by using the bootstrapping procedure. To examine the result, t value criteria is followed in these results as well. The findings of the study show employee engagement with work significantly mediate between career identity, self-efficacy, work environment and job embeddedness statistically. Mediation results are mentioned in table 5 below. Structural model is presented in Figure 2.

Table 5. Mediation results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
CI -> ENG -> JEM	0.122	0.123	0.032	3.856	0.000
SE -> ENG -> JEM	0.146	0.146	0.036	4.070	0.000
WE -> ENG -> JEM	0.208	0.209	0.034	6.147	0.000

Note: SE= self-efficacy, CI= Career Identity, ENG= Work Engagement, WEN= work environment, JEM= Job embeddedness

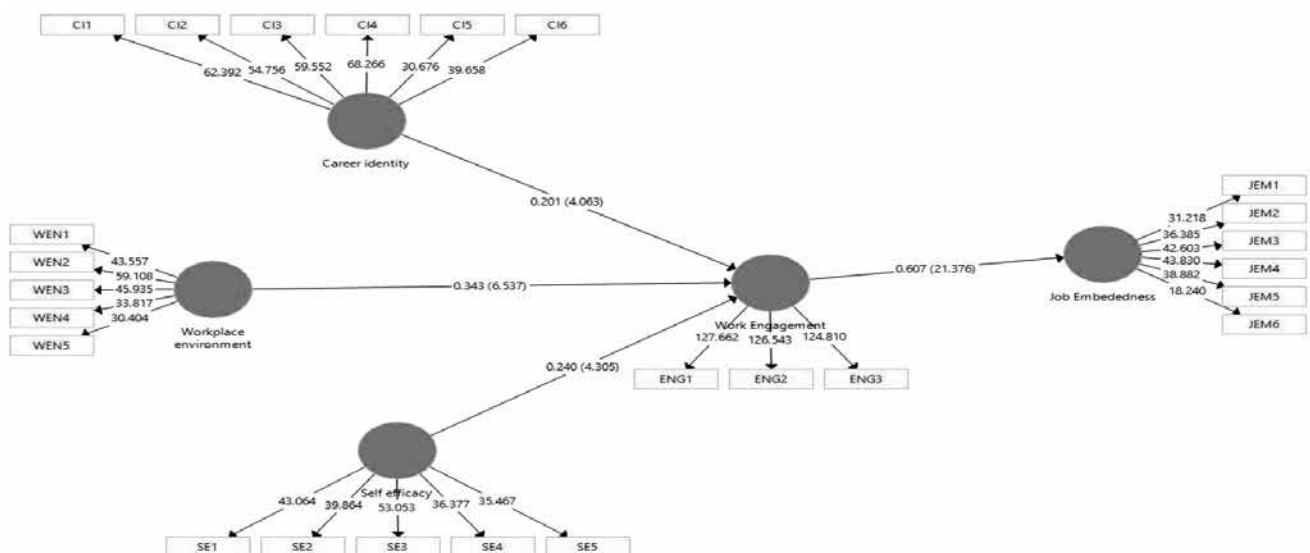


Figure 2. Structural Model

Note: SE= self-efficacy, CI= Career Identity, ENG= Work Engagement, WEN= work environment, JEM= Job embeddedness

To determine the validity of currently proposed model, Cohen (1988) proposed R square measure, which can be sorted as latent variables to be substantial, moderate and weak. Basically, R square is the measure of variance in the study explained on the DV as a result of IV. R square is utilized to assess predictive accuracy of the model (Sarstedt et al., 2014). Table 6 below shows R square values to be substantial.

Table 6. R square

	R Square
ENG	0.301
JEM	0.368

Note: ENG= Work Engagement, JEM= Job embeddedness

Another important aspect is the assessment of the effect of independent or predictive constructs on the outcome variables. These values of the present study are mentioned in table 7 below.

Table 7. F square

	ENG	JEM
CI	0.053	
ENG		0.583
SE	0.074	
WE	0.158	

Note: SE= self-efficacy, CI= Career Identity, ENG= Work Engagement, WEN= work environment, JEM= Job embeddedness

Table 8. Q square

	Q ²
ENG	0.255
JEM	0.184

Note: ENG= Work Engagement, JEM= Job embeddedness

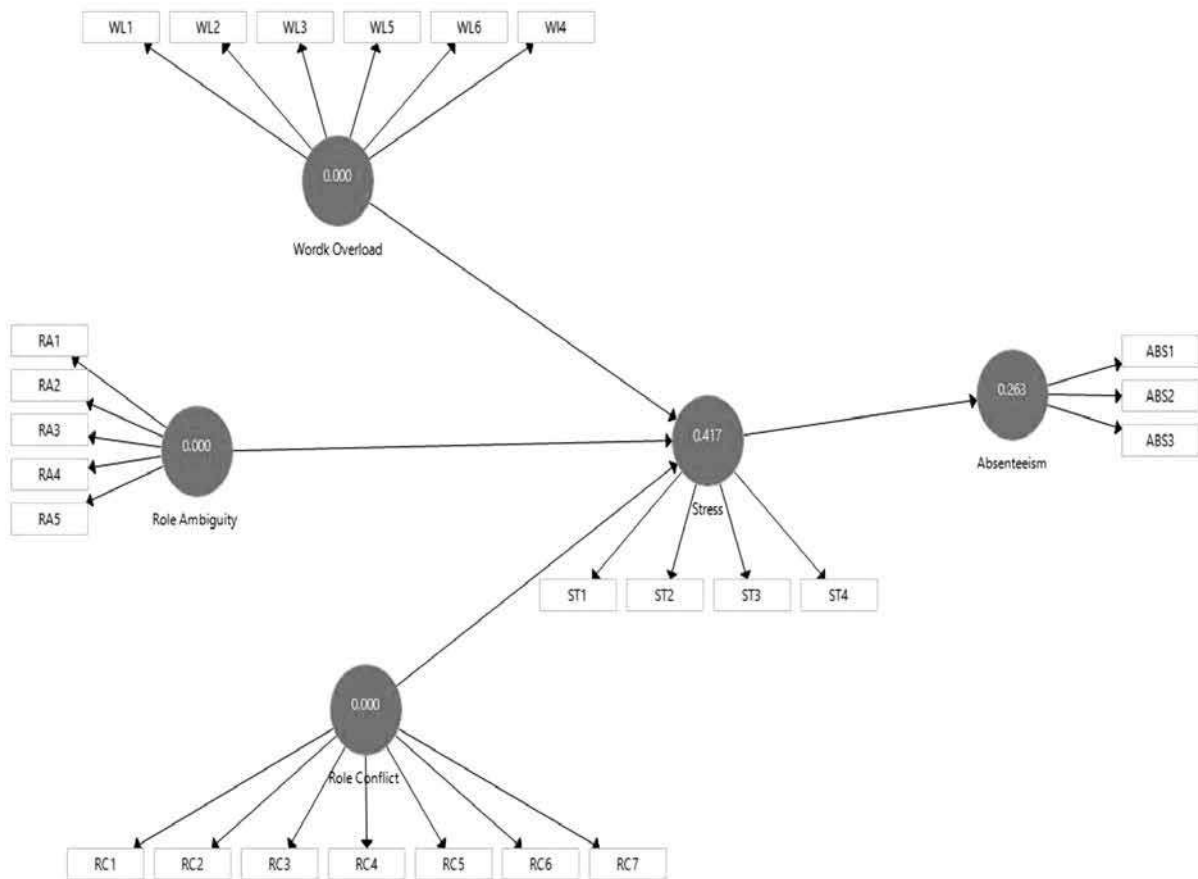


Figure 3. Result Model

Note: SE= self-efficacy, CI= Career Identity, ENG= Work Engagement, WEN= work environment, JEM= Job embeddedness

5. Research Conclusion

The present research tried to explore the effect of self-efficacy, career identity, and workplace environment of work engagement and job embeddedness of the hotel sector employees. Additionally, the mediated impact of work engagement is assessed as well in the study. For the analysis of the present study, the researcher used

PLS-SEM. The data was gathered from the hotel workers in Indonesia. From the results obtained after the data analysis, it is revealed that self-efficacy of the employee, work environment and career identity among employees is very important to create work engagement among employees (Chipeta et al., 2020; de Klerk, 2020; Al-Husseini, 2020; Al-Tufaili, 2020). The person having a high level of self-efficacy will be focused towards his goals, tasks and objectives. On the other hand, the workplace environment in which an individual is working also plays an important role to engage an employee. The environment of the worker should be friendly, neat, clean, hygienic and good relationship should be developed among all employees. On the other hand, career identity must be developed among employees, so they want to be engaged in the hotel industry. Engagement of the employee is important in the hotel industry because of the rise in tourism since last four years. But in current pandemic also, hotel industry firms must try to focus on adopting strategies that can create engagement and job embeddedness among employees. In the case of high job embeddedness, employees do not want to switch the organization. It is very important for service sector organizations to provide quality services to clients (Matthews & Mokoena, 2020; Makhallima, 2020; Meyer & Hassan, 2020; Yun, 2020; Bricchieri-colombi, 2020).

The study results also support the mediation hypothesis of the study proposing work engagement mediates among career identity, self-efficacy, work environment and job embeddedness. This implies that if organizations in the hotel industry focus on the work environment at the workplace, it will lead to the creation of work engagement among employees which will create job embeddedness among employees. As a result, employees will not want to leave the firm. Same is in the case of career identity and self-efficacy. Firms should focus on developing career identity within the employee, so they want to be associated with this career. Same is with the case of self-efficacy (De Bruyn, 2020; Dunga, 2020; Antelm-Lanzat et al., 2020; Caliskan & Zhu, 2020). There is a certain limitation in this study as well. Three important factors, namely self-efficacy, work environment and career identity, are assessed in the present research to create work engagement and job embeddedness. Their role should be examined to create employee loyalty. Moreover, the model assessed in the present study should also be tested in any manufacturing industry firm. The findings of current research might be helpful for the policymakers of the Indonesian hotel industry.

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Syaiful BAHRI

ORCID ID: <https://orcid.org/0000-0002-4564-7364>

R. SABRINA

ORCID ID: <https://orcid.org/0000-0001-9252-7237>

Emilda SULASMI

ORCID ID: <https://orcid.org/0000-0002-4057-2981>