Conference Paper

The Effect of Work Environment on Work Engagement with Self Efficacy As Moderator Variable at Hotel Pelangi Malang Employees

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Abstract

The purpose of this study is to (1) determine the conditions of work environment, work engagement, and self-efficacy at Hotel Pelangi Malang employees, (2) find out whether the work environment has a significant effect on work engagement amongst Hotel Pelangi Malang employees, and (3) find out whether self-efficacy can serve as the moderator variable that displays the most significant influence on work engagement of Hotel Pelangi Malang employees. This study evaluated 64 employees of Hotel Pelangi Malang with a fixed and contract status. Using proportional sampling, and a sample of 55 respondents was obtained. Data was collected by survey, interview, and documentation. The results of this study are (1) the conditions of work environment, work engagement, and self efficacy of the Hotel Pelangi Malang employees fall in the good/high category, (2) the work environment has a significant effect on work engagement, and (3) self efficacy is not a significant moderator variable on the work engagement of Hotel Pelangi Malang employees. This study ascribes this to differences in self-efficacy conditions, respondent's characteristics, job characteristics, and selection of work environment indicators with previous research.

Keywords: work environment, work engagement, self efficacy

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Work engagement is defined as a positive attitude, self-fulfillment and thinking to solve things related to work that are characterized by strength (vigor), dedication (dedication), and absorption (Schaufeli et al, 2002). According to Armstrong (2009: 337) attachments occur when employees feel interested and positive in their work, even enthusiastic in their work and they are ready to work hard to complete their work as best they can with their abilities. Engaged behavior must be possessed by every employee so that employees feel that their work is important so he will make every effort to complete his work. According to Hewitt (2017: 2) engaged employees generally can be seen from three general behaviors including say, stay, and strive.

Armstrong (2009: 340) states that there are five factors that can influence work engagement, one of which is the work environment. Furthermore, it was explained that a supportive and inspirational work environment could have an impact on employee engagement. According to Sedarmayanti (2009: 21) the work environment is the whole

tool and material used to work, the environment in which a person works, the method of work, and the work arrangements both as individuals and as a group.

The relationship of the influence of the work environment on work engagement can be strong or even weaker if there are variables that are positioned as moderators among the influences of both. Xanthopoulou in Chaudhary et al (2012) explained that personal resources (self efficacy and self esteem) as moderators of the influence of job resources and work engagement can be tested. According to Bakker and Demerouti (2017) job resources are included in the work environment. To add to the research reference that moderates the influence of the work environment on work engagement, self efficacy is proposed as a moderator variable. The reasons of this, researchers have a assumption that employees who have high self efficacy can strengthen the effect of the good work environment to the high of work engagement. Self efficacy is a person's belief in their success in doing a job (Kreitner and Kinicki, 2014: 125).

Self efficacy as a moderator variable from the work engagement relationship with the influencing factors can be supported from several studies. In a study conducted by Liu et al (2017), it was shown that self efficacy managed to become a significant moderator variable on the effect of perceived organizational support on work engagement on women's gender. Another study by Chaudhary et al (2012) showed that self efficacy significantly moderates the relationship between human resource development climate and work engagement. Contrary to the results of the above research, Chaudhary et al (2017) conducted the same research as before but by comparing in two different countries, proving that self efficacy is not capable of being a moderator variable on the relationship of human resource development climate with work engagement. Based on differences in research results, the moderator self efficacy variable from the work engagement relationship with the influencing factors, then the researcher will examine whether self efficacy in this study is able to be a significant moderator variable or not on the influence of the work environment on work engagament.

This research was conducted at Hotel Pelangi Malang employees. This is because the employees of Pelangi Malang Hotel, especially those with contract status, have a work engagement attitude. One of their work engagement is shown by employees still work with persistent and responbility even though the problem when working. Also the existence of a stay behavior, which is to survive and work at the Hotel Pelangi Malang. In addition, the Hotel Pelangi Malang is the only heritage hotel in Malang that has been certified by the mayor. The certification is given because Hotel Pelangi has met the standards of the work environment.

Employees as drivers of company progress are expected to have high work engagement in work. To realize the efforts that must be made by the company is to meet the needs of employees in working such as creating a good and comfortable work environment. Therefore, so that employees have high work engagement with the existing work environment, it is necessary to have confidence in employees to succeed in completing their work or self efficacy.

The formulation of the problem in this study is as follows.

1. How about the conditions of work environment, work engagement, and self efficacy at employees of Hotel Pelangi Malang?

2. Does the work environment have a significant effect on work engagement on Hotel Pelangi Malang employees?

3. Is self efficacy capable of being a significant moderator variable on the influence of the work environment on work engagement on employees of Hotel Pelangi Malang?

Based on the relevant literature review, the hypothesis proposed is as follows.

H1: The work environment has a significant effect on work engagement on Hotel Pelangi Malang employees.

H2: Self efficacy can be a significant moderator variable on the influence of the work environment on work engagement on employees of Hotel Pelangi Malang.

1. Methods

This study uses a quantitative approach. The type of research used by researchers is explanatory research. Based on the level of exploration, this research is a type of descriptive and associative causal (causal) research. To provide an overview of the work environment, work engagement and self efficacy are used descriptive research, while to find influence between one variable and another variable will be used causal associative research. The population in this study were all employees of Hotel Pelangi Malang with a fixed status and contracts with a total of 64 employees. The sampling technique is proportional sampling and a sample of 55 respondents was obtained. The method of data collection is by survey, interview, and documentation. The data analysis technique used is simple linear regression analysis and Moderated Regression Analysis (MRA). Simple linear regression analysis technique is used to determine the influence of the work environment on work engagement. Moderated Regression Analysis (MRA) is

used to determine whether the self efficacy variable is able to be a significant moderator variable on the influence of the work environment on work engagement.

2. Result

2.1. Descriptive Statistics Analysis Work Environment of Hotel Pelangi Malang

The measurement of work environment indicators in this study refers to Nitisemito in Sunyoto (2015: 38-42) and Wursanto (2005: 288), namely employee relations, noise levels, work regulations, lighting, air circulation and job security. Based on the results of descriptive statistics it is known that the conditions of the work environment are in a good category. This is indicated by the grand mean value of 4.17 which is included in the interval scale in the range of 3.41-4.20 in the high / good category. It can be interpreted that most employees of Hotel Pelangi Malang feel that the working environment in Pelangi Malang Hotel is in good condition.

2.2. Work Engagement Employee of Hotel Pelangi Malang

Determination of work engagement indicators in this study refers to Schaufeli et al (2002), namely vigor, dedication, and absorption. Based on the results of descriptive statistics it is known that work engagement conditions are in the high category. This is indicated by the grand mean value of 4.19 which is included in the interval scale in the range of 3.41-4.20 in the high / good category. It can be interpreted that most employees of Hotel Pelangi Malang have high work engagement.

2.3. Self Efficacy Employee of Hotel Pelangi Malang

Determination of self-efficacy indicators in this study refers to Bandura (1995: 203), which is the belief in overcoming the level of task difficulty (magnitude), confidence in performing tasks in various activities (generality), and the strength of beliefs in carrying out tasks (strength). Based on the results of descriptive statistics it is known that the condition of self efficacy in the high category. This is indicated by the grand mean value of 4.15 which is included in the interval scale in the range of 3.41-4.20 in the high / good category. It can be interpreted that most employees of Hotel Pelangi Malang have confidence in the ability to do high work.

2.4. Simple Regression Analysis

TABLE 1: The Result of Simple Regression Analysis

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	26,491	6,061		4,371	,000
	Lingkungan Kerja	1,191	,161	,713	7,404	,000

a. Dependent Variable: Work Engagement

From Table 1 the constant value (a) is 26,491, the regression coefficient (b) for the work environment variable is 1,191. Based on these data, a simple linear regression equation can be arranged as follows.

$$Y = a + bX + e$$

$$Y = 26,491 + 1,191X + e$$

The explanation of the simple linear regression equation above is as follows. 1. The value of constant (a) which is 26,491 can be interpreted if the work environment variable is zero, the work engagement variable value is 26,491. 2. Regression coefficient (b) which is 1.191 can be interpreted that every addition of one unit of work environment variable will affect work engagement variable of 1.191 assuming another independent variable is constant / fixed. Based on Table 2, it can be seen that the significance value of the work environment variable is 0,000 <0,05, so H1 can be accepted which means the work environment has a significant effect on work engagement.

2.5. Moderated Regression Analysis (MRA)

To use MRA with a predictor variable (X), it must compare three regression equations to determine the type of moderator variable, the steps are as follows (Ghazali, 2016: 219).

1. Regress the independent variable (X) on the dependent variable (Y) so that equation I is obtained:

$$Yi = a + \beta 1 Xi + \varepsilon$$

From the results of Table 2 above, equation I can be made, as follows.

$$Yi = a + \beta 1 Xi + \varepsilon \qquad (I)$$

TABLE 2: The Result of Regression Analysis Work Environment on Work Engagement

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	26,491	6,061		4,371	,000
	Lingkungan Kerja	1,191	,161	,713	7,404	,000

a. Dependent Variable: Work Engagement

$$Yi = 26,491 + 1,191Xi + \varepsilon \qquad \text{(I)}$$

2. Regress the independent variable (X) and the moderator variable (Z) on the dependent variable (Y) so that equation II will be obtained:

$$Yi = a + \beta 1Xi + \beta 2Zi + \varepsilon$$

TABLE 3: The Result of Regression Analysis Work Environment and Self Efficacy on Work Engagement

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	22,800	6,983		3,265	,002
	Lingkungan Kerja	1,064	,200	,637	5,311	,000
	Self Efficacy	,226	,213	,127	1,061	,294

a. Dependent Variable: Work Engagement

From the results of Table 3 above, equation II can be made, as follows. (II) (II)

1. Calculating the interaction variable by multiplying between the independent variable (X) and the moderator variable (Z).

2. Regress the independent variable (X), the moderator variable (Z), and the interaction variable (X * Z) on the dependent variable (Y) so that equation III is obtained:

$$Yi = a + \beta 1Xi + \beta 2Zi + \beta 3Xi^*Zi + \varepsilon$$

From the results of Table 4 above, equation III can be made, as follows.

$$Yi = a + \beta 1Xi + \beta 2Zi + \beta 3Xi^*Zi + \varepsilon \qquad \text{(III)}$$

$$Yi = 51,065 + 0,316Xi + (-0,533)Zi + 0,020Xi^*Zi + \varepsilon \qquad \text{(III)}$$

TABLE 4: The Result of Regression Analysis Work Environment, Self Efficacy, and Work Environment*Self Efficacy on Work Engagement

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	51,065	68,052		,750	,456
	Lingkungan Kerja	,316	1,803	,189	,175	,862
	Self Efficacy	-,533	1,830	-,300	-,291	,772
	Lingkungan Kerja*Self Efficacy	,020	,048	,783	,418	,678

a. Dependent Variable: Work Engagement

The regression test results of equation III in Table 4 did not succeed in supporting H2, which means that self efficacy is not able to be a significant moderator variable on the influence of the work environment on the employee engagement of Pelangi Hotel Malang employees. This can be seen from the significance values of each variable> 0.05, where for the work environment variable of 0.862 with β: 0.316, the self efficacy variable is 0.772 with β: -0.533, and the interaction variable between work environment and self efficacy is 0.678 with β: 0.020. From equation II in Table 3 also shows that the variable self efficacy does not act as an independent variable because the significance value is 0.294> 0.05 and β of 0.226. From these results it is known that in the equation II β2Z, β2 is not significant and equation III β3X * Z, β3 is not significant, then the variable Z (self efficacy) is a moderator homologizer.

From the results of the regression analysis above, an overview of the results of the research can be made in the form of Figure 1 and Figure 2 below.

The regression test results of equation III in Table 4 did not succeed in supporting H2, which means that self efficacy is not able to be a significant moderator variable on the influence of the work environment on the employee engagement of Pelangi Hotel Malang employees. This can be seen from the significance values of each variable> 0.05, where for the work environment variable of 0.862 with β: 0.316, the self efficacy variable is 0.772 with β: -0.533, and the interaction variable between work environment and self efficacy is 0.678 with β: 0.020. From equation II in Table 3 also shows that the variable self efficacy does not act as an independent variable because the significance value is 0.294> 0.05 and β of 0.226. From these results it is known that in the equation II β2Z, β2 is not significant and equation III β3X * Z, β3 is not significant, then the variable Z (self efficacy) is a moderator homologizer.

From the results of the regression analysis above, an overview of the results of the research can be made in the form of Figure 1 and Figure 2 below.
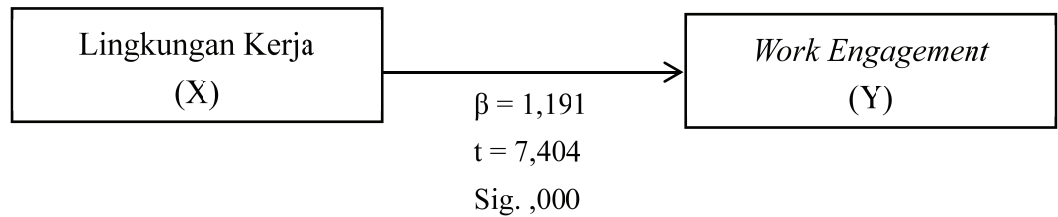

Figure 1: The Result of Hypothesis Test 1: Work Environment Affecting on Work Engagement
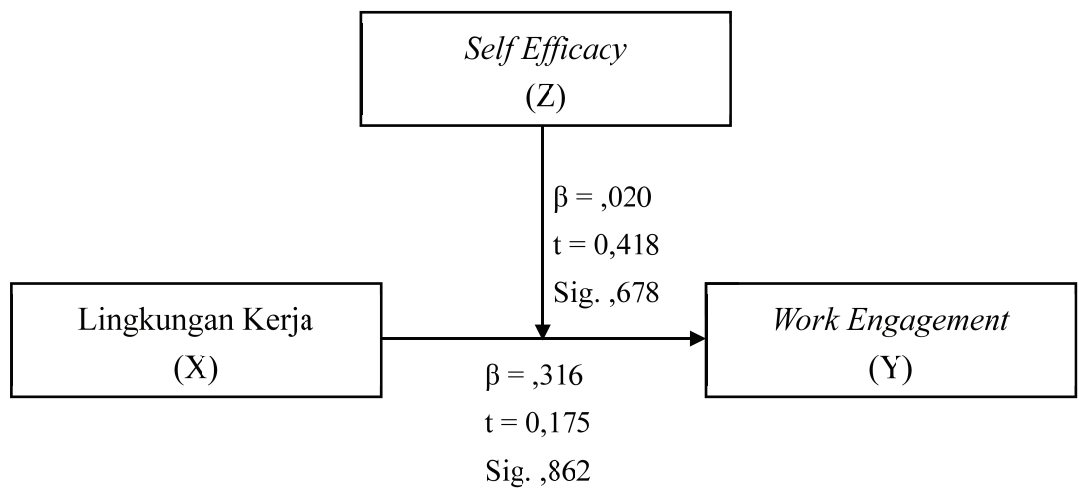

Figure 2: The Result of Hypothesis Test 2: Self Efficacy Not Able to be A Significant Moderator Variable on the Influence of the Work Environment on the Work Engagement.

3. Discussion

3.1. Working Environment Conditions of Pelangi Hotel Malang

Based on the results of descriptive statistics it is known that the conditions of the work environment are in a good category. It can be interpreted that most employees of Hotel Pelangi Malang feel that the working environment in Pelangi Malang Hotel is in good condition. The result of these descriptive statistic in accordance with the result of interviews with HRD of Hotel Pelangi Malang (2018), explaining that the work environment in good condition, both physically and non physical. This can be realized with good relations between employees, respect and care, and have a physical condition that meets the standard to become the only hotel heritage in Malang City. This good work environment will be able to support employees in their work, so they feel more comfortable and enthusiastic about completing their work.

3.2. Work Engagement Condition on Hotel Pelangi Malang Employee

Based on the results of descriptive statistics it is known that work engagement conditions are in the high category. It can be interpreted that most employees of Hotel Pelangi Malang have high work engagement. The result of these descriptive statistic also in accordance with the result of interviews with HRD of Hotel Pelangi Malang (2018), explaining that the work engagement in good condition. Employees who have high work engagement will be more motivated at work so they can improve performance and profitability (Vazirani, 2007-6).

From the result of the interview that is the good conditions of work engagement can be shown one of which is employees still work with persistent and responbility even though the problem when working. Besides it can also be known from the result of the respondent's description, about 60% of the total respondents, employees work for> 2 years, this is one proof that employees have high work engagement. According to Hewitt (2017: 2), one of the characteristics of employees who have work engagement is to show their stay behavior. Employees who have high work engagement will make it difficult for them to get away from their jobs, so that they will try their best to give good performance and keep working at Hotel Pelangi Malang.

3.3. Self Efficacy Condition on Hotel Pelangi Malang Employee

Based on the results of descriptive statistics it is known that the condition of, self efficacy in the high category. It can be interpreted that most employees of Hotel Pelangi Malang have confidence in the ability to do high work. According to Luthans (2006: 340) the direct impact of high self efficacy can produce high performance. Furthermore, it is explained that the possibility of high-performing people is someone who has high self efficacy who is serious about doing work, trying to finish the job to the maximum, endure obstacles, say and think positively, and be resistant to stress and defeat.

The education of Malang Pelangi Hotel employees is mostly from high school / vocational school. The equivalent is mainly from tourism and hospitality majors, so this is one of the things that drives high employee self efficacy. When employees already have the provision of experience and mastery of ability in the field of tourism and hospitality, this will help increase the confidence of employees to be able to carry out their work.

3.4. The Effect of Work Environment on Work Engagement at Employees of Hotel Pelangi Malang

Based on the results of the regression coefficient significance test the results show that the work environment has a significant effect on the work engagement of Hotel Pelangi Malang employees. This means that the better the working environment conditions felt by employees, the more it will improve the work engagement of Hotel Pelangi Malang employees. The results of this study support the hypothesis one.

The results of this study are in accordance with the results of several previous studies. Thompson (2016) conducted research on work environment and work engagement in the hospitality sector. Respondents from this study were front liner employees, whether working part time or full employment. Another study conducted by Aliyah (2017) is about the influence of the work environment, work status, and workload on work attachments. His research was conducted at Lecturers at Private Universities in Way Jepara District, East Lampung.

In the same year, Kusendi and Ispurwanto (2017) also conducted research on the effect of work environment conditions on work attachments. His research was conducted at mining companies and mining equipment suppliers in Jakarta, namely in PT MCD, with respondents from PT. MCD who have worked for at least 3 years and employees at the staff and manager level. Park and Lee (2018) also conducted the same research conducted in the hospital sector. The respondents are nurses in two hospitals either as staff or charge.

The researcher also conducted the same research on the influence of the work environment on work engagement. The difference between this research and previous research is on the research object and some about the characteristics of the respondents. The researcher conducted this research in the hospitality sector. Previous research conducted by Thompson (2016) also conducted the same research in the hotel sector, but he only used respondents in front liner employees, while researchers used respondents from all hotel employees who were permanent and contracted in all fields.

From the several studies above found the same results that the work environment has a significant effect on work engagement. So that it can be concluded if the condition of the work environment of employees in a company is good, it will improve employee work engagement.

3.5. The Effect of Work Environment on Work Engagement with Self Efficacy as Moderator Variables at Hotel Pelangi Malang Employees

Based on the results of the regression coefficient significance test results obtained that self efficacy is not able to be a significant moderator variable on the influence of the work environment on the work engagement of Hotel Pelangi Malang employees. The results of this study failed to support the second hypothesis.

There are several previous studies related to this study, although there are differences in the independent variables studied. Such as the research conducted by Liu et al (2017). In this study the independent variables studied were perceived organizational support. The study was conducted in 107 restaurants in the United States, with respondents from all restaurant employees. The results of this study indicate that self efficacy managed to be a significant moderator variable on the influence of perceived organizational support on work engagement but only for women's gender, not for male gender.

Other research by Kunte and RungRuang (2018) with independent variables are job demands, job resources, and personal resources. This research was conducted on Thai employees with respondents from S2 program students from state universities (who are full time employees), employees (staff and teachers) from private universities, and employees from manufacturing companies. In this study it was found that self efficacy succeeded as a moderator variable that was significant on the effect of workload on work engagement.

In addition, a study conducted by Chaudhary et al (2012), which is an independent variable, is human resource development climate. Respondents in this study were employees in state and private companies in the manufacturing and service sectors in India, amounting to 214 employees. The results of this study, namely self efficacy, moderated significantly the relationship between human resource development climate and work engagement.

Contrary to the results of previous studies conducted by Chaudhary et al (2017), they conducted the same research as before but compared in two different countries. This research was conducted in India and Thailand, with respondents from top and middle level managers working in IT companies. This study shows that self efficacy is not able to be a moderator variable on the relationship of human resource development climate with work engagement. This is due to the possibility of company differences and the number of samples.

In this study, researchers used independent variables in the work environment. The object under study is the hotel sector with the characteristics of the respondents of all hotel employees who have permanent status and contracts. The results of this study are similar to the results of a study conducted by Chaudhary et al (2017). The results of this study are that self efficacy is not able to be a significant moderator variable on the influence of the work environment on work engagement. Researchers assume the results of these studies occur because of differences in self-efficacy conditions, respondent's characteristics, job characteristics, and selection of work environment indicators with previous research.

Hotel Pelangi Malang has the most employees in the age range of 21-30 years. In this age range, employees still do not have a fixed thought and belief in their work. Employees still cannot focus on their work, they still think of something outside of work while working. When these conditions occur, the confidence of employees in completing their work will be disrupted, because they also have to share their beliefs in doing other things. This can cause the condition of self efficacy on employees to change. The statement is supported by the statement of Luthans (2006: 342) that self efficacy can change and not be inherent or character in a person.

Hotel Pelangi Malang employees have the most status, namely as contract employees. Contracted employees will realize that they will only work for a certain period of time. So that they will not optimally provide all the vigor, dedication and absorption of the work done now.

Hotel Pelangi Malang is dominated by employees with the same level of education at SMA / SMK, namely in the tourism and hospitality department. With such employee characteristics, one of the employees' self-efficacy is high, because they already have the provision of education and experience in the same field. Employees with lower education will not understand the meaning of the work itself, so it will be easy for them to change jobs, especially if they consider the existing work environment is not supportive.

Based on the job characteristics of Hotel Pelangi Malang employees, employees work by following orders from superiors and have a clear command range. The work done is a type of ritual work, meaning that every day the employee works with the same job. Therefore, even though employees have high self-efficacy, they cannot be maximally utilized. This is because every day employees are used to doing their jobs so they feel capable of completing their work properly. In addition, with routine work carried out every day by employees making employees less challenged by the job.

The researcher also assumed that the selection of work environment variable indicators used in this study had an effect on the results of the study. In this study researchers used indicators of the work environment that lead to physical and non-physical work environments. The use of this indicator is less closely related to employee work engagement which leads to non physical conditions or employee psychology. Maybe because of this factor the influence of the work environment on work engagement is not significant when the self efficacy variable is included as a moderator variable.

From the result of this study self efficacy does not have any role in affecting work engagement, but work environment have a role in affecting work engagement. Therefore, the condition of work environment can be affecting work engagement. In Hotel Pelangi Malang have a good relationship between employees and leadership, and have a good physical condition of the building so Hotel Pelangi Malang become the only hotel heritage in Malang City. The work environment greatly affects the positivity within the employee in the company. Great work engagement can be created by attractive and comfortable of work environment (Armstrong 2009: 340). This work engagement ultimately enhaces productivity and succes for the self employees and the company.

4. Concluson

1. The conditions of work environment, work engagement, and self-efficacy of Hotel Pelangi Malang employees are in the high / good category.

2. The work environment has a significant effect on work engagement on Hotel Pelangi Malang employees.

3. Self efficacy is not able to be a significant moderator variable on the influence of the work environment on work engagement on employees of Hotel Pelangi Malang.

5. Suggestion

1. For Management of Hotel Pelangi Malang

    (a) Can provide more assistance to employees at work and provide career opportunities to employees. This is considering that in the work environment variable, employees still feel unsafe from the possibility of arbitrary termination of employment from superiors.

(b) Can provide several treatments / challenges in the work of employees, such as placing employees in different parts but still at the same level, so that it will add new experiences to employees and can be utilized by employees when they are faced with diverse conditions. This is because it relates to the variable self efficacy, that employees still feel they lack the ability to respond to diverse situations and conditions in their work with a positive attitude.

(c) Improving the condition of the work environment is a more effective way to improve work engagement.

2. For Future Researchers

(a) Can examine the variables of self efficacy as a moderator variable on the influence of the work environment on work engagement in the sector, respondent characteristics, and different job characteristics of this study, considering the results of this study that self efficacy is a moderator homologizer variable.

(b) Can choose indicators and instruments of the work environment that are more targeted at non-physical work conditions or employee psychology that are more closely related to work engagement.

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