

# EMPLOYEE ENGAGEMENT AND PERCEIVED ORGANIZATIONAL: SUPPORT ON THE PERFORMANCE OF HOTEL EMPLOYEES DURING THE COVID-19 PANDEMIC IN SOUTH SULAWESI

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# EMPLOYEE ENGAGEMENT AND PERCEIVED ORGANIZATIONAL SUPPORT ON THE PERFORMANCE OF HOTEL EMPLOYEES DURING THE COVID-19 PANDEMIC IN SOUTH SULAWESI

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## ABSTRACT

*This research illustrates how important employee engagement and management support is in improving employee performance, especially during the Covid-19 pandemic in South Sulawesi. High employee performance is needed, not only amid increasingly intense competition in the hospitality industry but also to positively address the impact sparked by the Covid-19 pandemic. The research method to be used in this study is the survey method. Based on the theory of measuring each aspect as an indicator of employee engagement, perceived organizational support, and employee performance using quantitative questionnaires. This survey research is self-completed, which intruded by maintaining the confidentiality of the respondent's name so that the respondents can express their thoughts freely. The results of this study employee engagement affect the Performance of hotel employees during the Covid-19 pandemic in South Sulawesi, perceived Organizational Support affects the Performance of hotel employees during the Covid-19 pandemic in South Sulawesi, and Employee Engagement and Perceived Organizational Support affect the Performance of Hotel employees during the Covid-19 pandemic in South Sulawesi.*

**Key words:** Employee Engagement, Perceived Organizational Support, And Employee Performance

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## 1.INTRODUCTION

On May 7, 2020, the World Tourism Organization (WTO) issued a release saying that almost all countries suffered a severe blow in terms of health and the economy both domestically and internationally. The hospitality industry is experiencing a great economy, tourism's human resources are very much impacted by the workforce. The number of international tourists fell by 22% in the first quarter and could drop to 60-80% over the year. The World and Tourism Council said that, throughout March 2020, 50 million workers in the travel and tourism industries were vulnerable to being affected. Within three months, there was a workforce decline of between 12-14%. Every day about 1 million jobs in the world's travel and tourism industries will be lost. This is still coupled with the loss of jobs for 75 million workers and the potential loss of world revenue (GDP) to US\$ 2.1 trillion. In April 2020, an estimated 100.8 million workers will lose their jobs, 63.4 million of them in Asia, and the potential loss of world revenue (GDP) reaches US\$2.7 trillion.

The Ministry of Finance of the Republic of Indonesia reviewed the release (kontan.co.id); there were at least 8 (eight) impacts arising from the coronavirus outbreak, otherwise known as Covid-19. The Ministry of Finance calls it a contraction of the Indonesian economy. Until April 2020, there have been layoffs or at least home to more than 1.5 million employees, of which there are approximately 1.2 million workers who are formal sector workers and 265,000 workers who rely on the informal sector.

South Sulawesi, as a province dubbed as the Gateway of East Indonesia, also experienced as mentioned above, especially the tourism sector with all tourism businesses in it. One of the tourism businesses that is quite affected by the Covid-19 pandemic is the accommodation sector. Makassar is the provincial capital where a number of star and non-star hotels operate has had little impact. Over the past 20 years, various diseases have spread and greatly affected human life in different hemispheres. Humanity in early 2020 was shocked by the outbreak of coronavirus that quickly infected mankind in various hemispheres. The results showed that if the virus is not inhibited by climate change and weather, it attacks humans mainly in the respiratory cavity as well as through the eyes, nose, and mouth. Tourism is a pattern of human movement, whether a person or group of people, from their area or place of residence, heading to an area and going back to their original place, the number of people moving reaches 1.5 billion and increases by about 6% every year. Those who move, of course, carry all the habits and possible diseases that, while he suffers, that will eventually become a pandemic.

Under normal circumstances, positive psychologists, human resources researchers, and management practitioners have made employee engagement a key research topic. Employees who have employee engagement tend to be more passionate and effective in working and able to handle all the demands of the job. Employee engagement is crucial, both in theory in management practice. There are still many differences in perceptions in terms of concepts, theories, factors that influence and result from employee engagement, and there is no absolute standard of employee engagement. Employee engagement can be seen as a must-have that blends the cognition, emotion, and behavior of an employee. Also, employee engagement is a factor that builds unity, such as positive thinking, goodwill, and dedication. There are 3 (three) factors that affect employee engagement: organizational factors, namely management style,

employee benefits, work factors including work environment, task characteristics, and individual factors such as physical energy, self-awareness. Employee engagement is significantly and positively correlated with a person's performance, namely, organizational commitment, positive behavior, and organizational performance, including customer satisfaction, financial return [11]

Mujiah (2015) suggests a positive correlation between perceived organizational support and employee engagement; perceived organizational support plays an effective influence of 39.8% on employee engagement. Furthermore, the results of research conducted by Pradusuaraelal (2017) with the subject of millennial employees, showed that perceived organizational support is able to positively affect employee engagement. This attracted the interest of researchers to conduct further research on the influence of employee engagement and perceived organizational support on the Performance of hotel employees during the Covid-19 pandemic in South Sulawesi.

Many studies have been conducted with perceived organizational support variables utilizing aspects of Rhoades & Eisenberger (2002), such as studies by Dwitasarietal (2015) "perceived organizational support and organizational based self esteem on work engagement" and studies by Ariarni&Afrianty (2017) titled "Influence perceived organizational support on employee performance with Employee engagement as Intervening Variables". But of all these studies, no one has yet linked it to the state of the Covid-19 pandemic.

### 1.1. Employee Engagement

Employee engagement is something positive. The fulfillment of work from the center of the mind is characteristics. Employee engagement is motivation and the center of positive thoughts that are closely related to activities that have characteristic vigor (spirit), dedication (dedication), and absorption (delusion). Employee engagement is a positive character that employees embrace for the organization and its values. Employees with attachment understand the business and collaborate with their peers to improve performance for the benefit of the organization.

Employee engagement is a positive attitude of employees towards the organization and its work that is shown with passion, dedication, and passion for work. Employee engagement is also shown in the employee's efforts in delivering the best results for the organization and having a commitment to the organization.

Employee engagement has several aspects, namely vigor, dedication, absorption, trait engagement, strait engagement, behavioral engagement, stay, say, and strive. Meanwhile, in this study, researchers chose to use aspects expressed by Schaufeli & Bakker (2004). These aspects are vigor, dedication, absorption. This selection is based on the ease of this aspect to be understood by researchers and is more precisely used to measure employee engagement in the condition of research conducted by researchers

There are factors affecting employee engagement, namely Job Characteristics, Rewards & Recognition, Perceived Organizational & Supervisor Support, Distributive & Procedural Justice, Recognition, Empowerment, Supportive feedback, Partnering, Expectations, Considerations, and Trust.

### 1.2. Perceived organizational support [6]

According to Rhoades & Eisenberger (2002), perceived organizational support is an employee's perception of how their organization respects their work and has concerns for their well-being. Rhoades & Eisenberger (2002) said perceived organizational support is also considered a global belief established by each employee regarding their assessment based on their experience of organizational policies and procedures, resource acceptance, interaction with organizational agencies (e.g., supervisors), and their perception of the organization's concern for their well-

being. Employees see the extent to which organizations will recognize and appreciate their efforts, support their socio-emotional needs, and as employees, they will treat their organization well.

Perceived organizational support is an employee's expectation that organizations assess their contributions and work to their well-being as well. Furthermore, according to Robbins (2015), perceived organizational support is the level of employee confidence that organizations assess contributions and care for the well-being and can conclude that perceived organizational support is the perception and confidence of employees about the extent to which organizations value their work and contributions as well as providing support as a form of concern for their well-being.

Perceived organizational support is fairness, supervisor support, organizational rewards & job conditions, organizational attitudes towards employee ideas, responses to employees who face problems, and responses to employee welfare and health. Based on the above opinion, researchers chose aspects according to Rhoades & Eisenberger (2002), namely fairness, supervisor support, and organizational rewards & job conditions. The researchers' consideration in selecting aspects according to Rhoades and Eisenberger (2002) is that the aspects presented are easy to understand and appropriate to represent this study.

## 2. METHODS

Population data used in this study of employees working in star and non-star hotels in Makassar, Parepare, Palopo, Toraja, North Toraja, and Bulukumba Province of South Sulawesi. The sample characteristics to be used in this study are: 1) hotel employees 2) Working on star and non-star hotels in the research locus, 3) Gendered Male or Female.

The research method to be used in this study is the survey method. Based on the theory presented in the previous chapter, researchers will measure each aspect as an indicator of employee engagement, perceived organizational support, and employee performance using quantitative questionnaires. This survey research is self-completed, which intruded by maintaining the confidentiality of the respondent's name so that the respondents can express their thoughts freely.

The data collection technique in this study is a questionnaire conducted with the dissemination of questionnaires to some hotel employees that contains detailed questions about indicators related to employee engagement, perceived organizational support and employee performance, observations to see directly employee engagement and perceived organizational support in improving the performance of employees of some hotels in South Sulawesi, especially during the Covid-19 pandemic and library reviews conducted to obtain data squander related to employee engagement, perceived organizational support and employee performance.

## 3. DISCUSSION

Analyzing the influence of Employee Engagement and Perceived Organizational Support on the Performance of hotel employees during the covid-19 pandemic in South Sulawesi, both partially and simultaneously. Discussion of the results of this study starts from the characteristics of respondents, testing research instruments, testing classic assumptions, and then followed by data analysis techniques. The population examined in this study was hotel employees in South Sulawesi who served supervisors and staff throughout the department. Researchers will examine as many as 212 employees consisting of supervisors and staff.

Testing Research Instruments

### 3.1. Validity Test

The following test results of the validity of research instruments conducted using the SPSS 24 program:

**Table 1.**

Variable	Item	r <sub>count</sub>	r <sub>table</sub>	Description
	x1.1	0,666	0,1381	Valid
	x1.2	0,665	0,1381	Valid
	x1.3	0,668	0,1381	Valid
	x1.4	0,551	0,1381	Valid
	x1.5	0,665	0,1381	Valid
	x1.6	0,793	0,1381	Valid
	x1.7	0,634	0,1381	Valid
	x1.8	0,706	0,1381	Valid
Employee	x1.9	0,826	0,1381	Valid
Engagement	x1.10	0,760	0,1381	Valid
	x1.11	0,724	0,1381	Valid
	x1.12	0,640	0,1381	Valid
	x1.13	0,675	0,1381	Valid
	x1.14	0,757	0,1381	Valid
	x1.15	0,409	0,1381	Valid
	x1.16	0,773	0,1381	Valid
	x1.17	0,684	0,1381	Valid

Source: Primary Data, 2020

The entire Employee Engagement statement item is said to be valid because the r count is greater than r table 0.1381.

**Table 2.**

Variable	Item	r <sub>count</sub>	r <sub>table</sub>	Description
	x2.1	0,723	0,1381	Valid
	x2.2	0,853	0,1381	Valid
	x2.3	0,832	0,1381	Valid
	x2.4	0,840	0,1381	Valid
Perceived	x2.5	0,800	0,1381	Valid
Organizational	x2.6	0,667	0,1381	Valid
Support	x2.7	0,817	0,1381	Valid
	x2.8	0,726	0,1381	Valid
	x2.9	0,849	0,1381	Valid
	x2.10	0,734	0,1381	Valid
	x2.11	0,797	0,1381	Valid
	x2.12	0,843	0,1381	Valid

Employee Engagement and Perceived Organizational: Support on The Performance of Hotel Employees During The Covid-19 Pandemic in South Sulawesi

Source: Primary Data, 2020

The entire item of the Perceived Organizational Support statement is said to be valid because the r count is greater than r table 0.1381

**Table 3.**

Variable	Item	r <sub>count</sub>	r <sub>table</sub>	Description
	y.1	0,726	0,1381	Valid
	y.2	0,782	0,1381	Valid
	y.3	0,804	0,1381	Valid
	y.4	0,782	0,1381	Valid
Performance	y.5	0,808	0,1381	Valid
	y.6	0,781	0,1381	Valid
	y.7	0,723	0,1381	Valid
	y.8	0,726	0,1381	Valid
	y.9	0,708	0,1381	Valid
	y.10	0,793	0,1381	Valid
	y.11	0,789	0,1381	Valid

Source: Primary Data, 2020

The entire Performance statement item is said to be valid because the r count is greater than r table 0.1381.

### 3.2. Reliability Test

The following results of reliability testing of research instruments conducted with spss 24 program:

**Table 4.**

Item	Cronbach's Alpha	Nilai Kritis	Keterangan
Employee Engagement (X1)	0,922	0,60	Reliabel
Perceived Organizational Support (X2)	0,944	0,60	Reliable
Performance (Y)	0,929	0,60	Reliabel

Source: Primary Data, 2020

It is known that Cronbach's coefficient Alpha > 0.60, so all the questions in the questionnaire on variable Employee Engagement (X1), Perceived Organizational Support (X2), and Performance (Y) are reliable.

### 3.3. Classic Assumption Test

#### Normality Test

The normality test aims to test whether in the model variable regression is bound, and free variables both have normal distribution or not. A good regression model is to have a normal or

near-normal data distribution (Ghozali, 2001). The normality test in this study was conducted on free variables, namely, employee engagement variables (X1) and Perceived Organizational Support (X2) variables with bound variables, i.e., performance variables (Y). Normality testing was conducted with the Kolmogorov Smirnov's (KS) test, as the data tested was more than 50. The basis of decision-making is if the value of  $>$  is 0.05, then the regression model meets the assumption of normality. If the significance value  $<$  0.05, then the regression model does not meet the assumption of normality. The following is a table of normality test results:

Table 5.

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		212
Normal Parameters <sup>b</sup>	Mean	.0E-7
	Std. Deviation	3.45987719
Most Extreme Differences	Absolute	.054
	Positive	.054
	Negative	-.052
Kolmogorov-Smirnov Z		.781
Asymp. Sig. (2-tailed)		.575
a. Test distribution is Normal.		
b. Calculated from data.		

Source: Primary Data, 2020

It appears that the value of Asymp. Sig. (2-tailed)  $>$  0.05 (0.575  $>$  0.05). Based on these results, it can be concluded that the regression model has fulfilled the assumption of normality.

**Test Heteroskedastisitas**

The heteroskedasticity test aims to test whether in the model regression occurs variance inequality from residual one observation to another. If the variance from residual one observation to another remains, then it is called homoskedasticity, and if different, is called heteroskedasticity. A good regression model is the homoscedasticity or does not occur heterokedastisitas (Ghozali, 2001). The heteroskedasticity test in this study was conducted with the Glejser test by looking at the value of its significance. If the value of  $>$  is 0.05, then there is

Employee Engagement and Perceived Organizational: Support on The Performance of Hotel Employees During The Covid-19 Pandemic in South Sulawesi

no heteroskedasticity. If the value of  $<$  is 0.05, then heteroskedasticity occurs. Here is a table of heteroskedasticity test results:

**Table 6.**

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	3.65 3E-015	2.20 2		.000	.000
	X1	.000	.041	.000	.000	.000
	X2	.000	.044	.000	.000	.000

a. Dependent Variable: Unstandardized Residual

Source: Primary Data, 2020

With the above heteroskedasticity test results, it is known that the employee engagement variable significance value (X1) is 1,000, and perceived organizational support (X2) is 1,000 greater than 0.05, which means the regression model is free of heteroskedasticity.

**Multicollinearity Test**

Multicollinearity test aims to test whether the regression model correlation between free (independent) variables was found. Model Good regression should not occur correlation among free variables (Ghozali, 2001). The variables that cause multicollinearity can be seen from both tolerance and VIF. If the tolerance  $\geq$  0.1 and VIF  $\leq$  10, then there is no multicollinearity. If the tolerance  $<$  0.1 and VIF  $>$  10, then multicollinearity occurs. The following are the results of the multicollinearity test:

**Table 7.**

Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	12.571	2.202		5.709	.000		
	X1	.342	.041	.522	8.272	.000	.516	1.937
	X2	.203	.044	.293	4.643	.000	.516	1.937

a. Dependent Variable: Y

Tolerance Employee Engagement (X1) dan variabel Perceived Organizational Support (X2) each semester 0.516  $>$  0.1 while employee engagement variable VIF (X1) and Perceived

Organizational Support(X2) variables are  $1,937 < 10$ , respectively. Based on these results, it can be concluded that the regression model does not occur multicollinearity.

The study uses multiple regression analysis techniques. Multiple regression analysis in this study was used to the influence of independent variables (free), i.e., Employee Engagement (X1) and perceived organizational support (X2) variables against dependent variables (bound), namely Performance (Y). The results of multiple regression analysis can be seen in the following table:

**Table 8.**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.755 <sup>a</sup>	.571	.567	3.47639

a. Predictors: (Constant), X2, X1

Based on the characteristics of respondents, it is known that the respondents in this study were mostly 21 – 30 years old with a total of 107 employees, the respondents were mostly educated last year as many as 90 employees, mostly male respondents with a total of 126 employees, judging by a working period of fewer than five years with the number of 120 employees.

This research aims to find out if Employee Engagement and Perceived Organizational Support were concerned about the Performance of Hotel employees during the Covid 19 pandemic in South Sulawesi. Based on the test results, it is known that the two independent variables (free), namely Employee Engagement and Perceived Organizational Support, together affect the dependent variable (bound) that is Employee Performance, which means that the two variables, when executed together, will support each other for the creation of employee Performance. Thus, higher Employee Engagement and higher Perceived Organizational Support will be able to create good Performance.

Based on the test results, it is known that Employee Engagement itself affects the Performance of Hotel employees in South Sulawesi. This means that the higher employee engagement, the higher the employee performance. Perceived Organizational Support is a combination of knowledge, skills, behavior, and attitude. In achieving good employee

**Table 9.**

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3356.790	2	1678.395	138.879	.000 <sup>b</sup>
	Residual	2525.828	209	12.085		
	Total	5882.618	211			

Dependent Variable: Y

performance, it is necessary for employees who have the knowledge and high skills so as to make it easier for employees to carry out and complete work in an organization or company. In

addition, a good attitude and attitude of each employee is required to support the creation of good Performance (Syahrial&Badollahi, 2020; Amiruddin, 2020; Sharhan& Bora, 2020).

With Employee Engagement and Perceived Organizational Support and supported by Performance, that is well useful for an employee in improving their Performance. The results of this study are known that the picture of employee competency in south Sulawesi hotels is in a high category. Nevertheless, there are still low competency indicators compared to other competency indicators, namely, skill indicators. If one of the competency indicators, there is a low will cause the competency to be poorly owned. In this case, the company needs to pay attention to the skills that employees have. The company can do various businesses or ways to improve the skills of employees, namely by providing training or training according to the needs of the employees.

Based on the test results that Perceived Organizational Support itself affects the Performance of Hotel employees during the Covid 19 pandemic in South Sulawesi, which means the higher the perceived organizational support, the higher the employee performance. Basically, Perceived Organizational Support will arise due to the encouragement of needs or desires that must be fulfilled. By working, one will be able to meet his needs and desires because he is rewarded for his work. An employee will be motivated to perform if he or she has confidence that rewards in the form of awards can satisfy his needs, and the company in which he works will reward him or her. An employee will think if he wants to get the award, then he must produce a good performance.

Good work will be achieved if there is an effort deployed. Employees will be encouraged to conduct a particular business in accordance with the company's demands so that in this case, it will be able to create high performance. For example, working hard will lead to

the achievement of high performance. Upon the achievement of a certain Performance, an employee will have the expectation that he or she will receive a reward from the company. Thus, the motivation of a large employee comes from an expectation of the award, and it can affect its Performance because if the employee wants to get the award, he must try to work hard first where such an effort is able to create performance improvement.

The results of this study are known that the motivational picture of hotel employees in south Sulawesi is in the moderate category. In this case, the valence indicator has these average, which means employees already have a good belief that 'the rewards given by the company can satisfy their needs and the company always realizes it. While expectation indicators and instruments have the same average. To increase or increase employee motivation can be done on expectation indicators and instruments because valence indicators are already greater than other indicators. Indicators of expectations and instruments explaining a particular business will lead to a work result, and once the work is achieved, it will lead to the reward. Then the company needs to pay attention to how to make employees better understand if what kind of effort and work will result in an award. The company can provide socialization about the Best Employee of The Month award to employees by explaining the criteria and conditions of the Best Employee of The Month award in more depth. With socialization, the company helps employees to better understand the criteria or conditions.

#### 4. CONCLUSION

Based on the results of hypothetical testing, it can be concluded that the results of the research have influenced the Performance of hotel employees during the Covid-19 pandemic in South Sulawesi, perceived Organizational Support affects the Performance of hotel employees during the Covid-19 pandemic in South Sulawesi, and Employee Engagement and Perceived Organizational Support affect the Performance of Hotel employees during the Covid-19

pandemic in South Sulawesi. Employee Engagement affects employee performance, so it can be suggested that companies need to provide education and training programs that suit the needs of the company so that their ability to work is much better.

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