

## Analysis of Employee Engagement as A Variable to Mediate The Influence of Competence and Work Environment on Employee Performance in The Yogyakarta Special Region Transportation Office

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### ABSTRACT

The purpose of this study was to examine the effect of competence and work environment on employees, as well as the effect of competence and work environment mediated by employee engagement at the Yogyakarta Department of Transportation. The main focus of this research is how the DIY Transportation Service made a new breakthrough to make Yogyakarta traffic flow run and how the DIY Transportation Service work environment is work during the Covid-19 pandemic. Methods of data processing and data analysis in this study use descriptive and quantitative analysis. The population in this study amounted to 58 employees. The sampling technique used was the saturated sample technique which made all employees who collected 58 employees as samples. The analysis technique in this study uses path analysis. The results of this study indicate that competence has a significant positive effect on employee performance. The work environment has no significant positive effect on employee performance. Competence has a significant positive effect on employee performance mediated by employee engagement. The work environment has a significant positive effect on employee performance mediated by employee engagement.

**Keywords:** Employee Engagement, Employee Performance, Work Environment.

## **INTRODUCTION**

The Department of Transportation has the basic task of carrying out the affairs of local government in the field of transportation based on the principle of regional autonomy and assistance duties. One of which is the implementation of policies in the field of road traffic, road transportation, transportation networks, railways, and shipping. The existence of the Covid-19 pandemic that shook Indonesia including the city of Yogyakarta as a tourist city, employees of the DIY (Daerah Istimewa Yogyakarta) Transportation Office play a role in advancing and need to prepare competent employees in an organization. So that employees in the Department of Transportation play a role in the success of an organization. Employee performance became a benchmark in the achievement of employee duties and responsibilities during the Covid-19 outbreak in the city of Yogyakarta. Therefore, to maximize the success of the DIY Transportation Department, leaders must pay attention to employee performance.

Performance is said to be high if a work target can be completed at the right time or not exceed the time limit provided. Vice versa, performance becomes low if completed beyond the time limit provided or not completed at all (Nawawi, 2017). High employee performance is a demand that should be faced by an employee of the DIY Transportation Department to stay in his job, this aims to maintain the stability of the Transportation Department during the Covid-19 pandemic. Every performance produced certainly goes through the process. According to Wibowo (2016) performance is about doing the work and the results achieved from the work. At the Department of Transportation, employee performance can be assessed by public transportation services and the level of road services provided to the community. To produce optimal employee performance, organizational management must take a role in paying attention to things that can improve the performance of transportation department employees. One of the things that affect performance is the competence of employees. Competence includes a set of intelligent, responsible actions that a person has as a condition to be considered capable by society in carrying out tasks in the field of work. Employees with abilities that are in accordance with their field of work will be able to focus more on their work. Therefore, if an employee has competencies or qualifications that are in accordance with the position of the employee, then the employee will enjoy his work and will make employees able to survive with the job they have. Furthermore, employees with high competence will be able to improve performance. Wibowo (2017) explains that competence also demonstrates the characteristics of knowledge and skills possessed or needed by each individual that enables them to perform their duties and responsibilities effectively and raises the standard of professional quality in their work.

Additionally, Tannady (2017) said that knowledge is also the main input of personal characteristics (competencies) that need to be developed to improve performance. According to Nawawi (2017) competence is a work ability that has three criteria consist of 1) Knowledge criteria in the form of intellectual ability regarding work/position as the main task. 2) Performance criteria in the form of the ability to plan, carry out work/position and assess the results, using tools through cooperation activities. 3) Product criteria in the form of the ability to measure and assess progress in working with oriented to efficiency, effectiveness, productivity, and quality.

The high performance of DIY transportation department employees cannot be separated from the work environment. A work environment is anything that affects the way people work. The work environment is a set of physical and non-physical factors, both of which affect the way employees work. A workplace situation is a non-physical work environment, and its personal or equipment is a physical work environment. The work environment is always in direct contact with employees because it is a place where employees complete tasks and responsibilities given by the company. In a work environment, a conducive atmosphere is needed, the location of various work tools and equipment must be arranged in accordance with its function, and also a conducive atmosphere between employees is needed so that the production and work process run well. When employees finish their work, they should feel comfortable with where they work so that employees can work optimally. According to Chan and Huak (as cited in Wadho & Chaudhry, 2018), it is argued that the work environment discusses the social, ecological, physical, environmental, mental, and emotional appearance of employees in the institutions and organizations in which they work. Therefore, a supportive work environment will make employee involvement in work. When the work environment is good then job satisfaction also increases and in the end will also improve the performance of employees (Busro, 2017). Lestary and Chaniago's (2017) research shows that the work environment is a variable that affects employee performance. A safe, comfortable, and enjoyable work environment will increase an employee's motivation and level of engagement in his or her work. According to the results of Sentoso's (2019) research, shows that the work environment is a variable that affects employee engagement. Siswono (2016) states that employee engagement is a variable that affects employee performance. Employee engagement strives to continuously improve because it is proven that employee engagement has a positive effect on employee performance. This proves that employee engagement involves a high level of energy, experiencing a sense of meaning or having enthusiasm at work, and finding it difficult to get away from work.

Meanwhile, work engagement is a condition when the members of an organization carry out their duties, express themselves physically, cognitively, and emotionally while working (Damayanti, 2019). Meanwhile, Fu (2015) states that work engagement is the level of work experienced by employees that affects employee self-esteem and performance. According to Kemelgor (as cited in Sebastian et al., 2017) employees are allowed to contribute through ideas and suggestions in decision making, which can improve the performance that employees engage in making optimal decisions that are viewed by diverse viewpoints.

The problem or phenomenon that occurs in the Yogyakarta Special Region Transportation Office is the lack/low knowledge and skills possessed by employees in determining decisions in providing transportation or public transportation for the community to remain productive and still avoid the dangers of Covid-19. Therefore, it is necessary to continue to improve competence so that every employee can work under his duties and responsibilities in making new breakthroughs in dealing with the Covid-19 pandemic so that transportation traffic continues to operate. When the Covid-19 outbreak occurred in the city of Yogyakarta, restrictions on direct contact with fellow employees were also demanded by the DIY Transportation Office. The availability of employee work equipment or updates needs to be done again by the DIY Transportation Office to reduce the spread of the Covid-19 virus. The provision of health protocols such as table restrictions between employees is still not available, as well as the availability

of handwashing and hand sanitizer at each employee's desk has not been realized at the DIY Transportation Office. employee involvement in a company where he works is a need for the company to get success in the management of human resources in the company. The higher the employee's involvement with the organization the better the performance and the better the company's performance. Relationships between employees are also important to bind employees to an organization. Based on the explanation from this background, the researchers conducted a study on how does work involvement mediate the effect of competence and work environment on the performance of the Trans Jogja bus crew at the Yogyakarta Transportation Service?

## **LITERATURE REVIEW**

### **Competence**

Competence also demonstrates the characteristics of knowledge and skills possessed or needed by each individual that enables them to perform their duties and responsibilities effectively and raises the standard of professional quality in their work (Wibowo, 2017). Lasmahadi (2002) stated that competence will always be associated with superior performance because competence includes personal aspects that encourage employees to achieve superior performance. According to Wibowo (2017), there are five characteristics of competence, namely as follows:

- 1) A motive is something that people consistently think or want that leads to action. Motives encourage, encourage, direct, and choose behavior toward a particular action or goal.
- 2) Traits are physical characteristics and consistent responses to a situation or information. The speed of reaction and sharpness of the eyes are physical characteristics of a person's competence.
- 3) Self-concept is the attitude and values, or self-image of a person. Self-confidence is people's belief that they can be effective in almost every situation and is part of people's self-concept.
- 4) Knowledge is information that people have in a specific field. Knowledge is a complex competency. Scores on knowledge tests often fail to predict job performance because they fail to measure knowledge and skills in the way they are actually used in the job.
- 5) Skill is the ability to perform certain physical or mental tasks. Mental competence or cognitive skills include analytical and conceptual thinking.

### **Competency Indicators**

According to Mathis and Jackson (2010), competency indicators are knowledge, skills, and work attitude. Knowledge is awareness in the cognitive field, such as an employee of an employee knows how to identify learning and how to do good learning in accordance with the needs of the company. Meanwhile, Skills are the ability to perform certain physical or mental tasks. Mental competence or cognitive skills include analytical and conceptual thinking. Work attitude is a positive or negative evaluation that a person has about aspects of the work environment (Parulian & Thoha, 2008).

### **Work Environment**

The work environment is the place and situation a person works to carry out tasks and responsibilities. The work environment includes the facilities available within an organization (Siagian, 2014). The state of the work environment is said to be good if the physical environment of the organization is healthy, clean, safe, and

comfortable for employees. A conducive work environment will make employees feel at home and comfortable with work so that employees will work optimally. The work environment is a vehicle that exists in the organization both physical environment, social environment, and virtual environment that can be used to improve employee performance and company performance on an ongoing basis (Busro, 2017). According to Sedarmayanti (2017) work environment is a place for several groups where there are several support facilities to achieve the company's goals in accordance with the company's vision and mission.

According to Siagian (2014), he states that the work environment is divided into two categories. They are physical work environment and non-physical environment. The physical work environment is all physical circumstances that exist around the workplace and can affect employees. Thus are consist of workplace building, adequate work equipment, facilities, and transportation facilities. Workplace buildings are built with work safety considerations so that employees feel comfortable and safe in doing their work. Adequate equipment is needed by employees because it will support employees in completing tasks that are carried out within the company. Not only that, company facilities are needed by employees as support in finishing the work in the company. In addition, some things need to be considered by the company, namely about how to humanize its employees, such as the availability of facilities for employees to rest after tired of work and also the availability of places of worship. Additionally, the availability of transportation facilities is also important. It will support employees to arrive at work on time, both for employees and public transportation that is comfortable, cheap, and easy to obtain.

Different from the physical work environment, the non-physical work environment is the creation of a harmonious working relationship between employees and superiors. There are several scopes of the non-physical work environment. The first one is the relationships between co-workers. The indicator of the relationship with co-workers is the harmonious relationship with co-workers and without mutual intrigue between co-workers. One of the factors that can influence employees to stay in an organization is the existence of a harmonious and familial relationship. The second one is the boss-employee relationship. The relationship between superiors and subordinates or employees must be maintained properly and there must be mutual respect between superiors and subordinates, with mutual respect it will lead to respect between individuals. The third one is a cooperation between employees. It must be maintained properly because it will affect the work they do. If the cooperation between employees can be well established, then employees can complete their work effectively and efficiently.

### **Employee Performance**

A person's performance is a measure of the extent of a person's success in carrying out work tasks. Employee performance is the result of the work of an employee for the duties and responsibilities that have been given by the leadership to the organization's employees. Good or bad employee performance will have an impact on organizational performance. Therefore, the DIY Transportation Department as much as possible to continue to provide work targets to its employees to improve the quality of organizational performance.

According to Nawawi (2017), stated that employee performance is a determinant of organizational/company performance to achieve its goals optimally. If there is

no performance, then the entire company will not achieve its goals. Performance is also a record of results produced by employees or certain activities performed over a period of time. Performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2017).

### **Employee Performance Indicators**

According to Mangkunegara (2014) assessment of employee performance consist of many aspects. First is the quality of work, it is how well an employee does his job. The second is the quantity, it is how long an employee works in one day. This quantity of work can be seen from the speed of work of each employee. The third is the responsibility, it is the responsibility to work is an awareness of the obligation of employees to carry out the work provided by the company. The fourth is cooperation which means the willingness of employees to participate with other employees or employees vertically and horizontally both inside and outside the work so that the results of the work are better. The last one is initiative, it is an initiative from within the company members to do the work and overcome problems in the work without waiting for orders from superiors or showing responsibility in the work that has become the obligation of employees and employees. The dimensions of the initiative are measured using one indicator, which is the ability to solve problems without waiting for a boss's orders. Therefore, it can be concluded that employee performance indicators can be measured starting from the dimensions of work quality, the quantity of work, responsibility, cooperation, and initiatives carried out by the employees themselves.

The DIY Transportation Office in conducting performance assessments on employees using standards or indicators based on Government Regulation of the Republic of Indonesia Number 30 of 2019. Indicators used based on Dharma (2014):

Assessment of the performance of DIY Transportation Department employees based on SKP and Employee Work Behavior

1. Employee Performance Goals (SKP)
  - a. Quantity is the amount of output and/or benefits (outcome) that must be present in each performance target.
  - b. Quality is the quality of output and/or quality of benefits and does not always have to be within the performance target, adjust the type and characteristics of the activities carried out.
  - c. Time is the standard time used to complete an activity and does not always have to be within the performance target, adjust the type and characteristics of the activities carried out.
2. Employee Work behavior, covering aspects of:
  - a. Service Orientation is the attitude and behavior of civil servants in providing the best service to those served, including the community, superiors, co-workers, related work units, and/or other agencies.
  - b. Commitment is the willingness and ability to align the attitudes and actions of civil servants to realize organizational goals by prioritizing the interests of the service rather than the interests of oneself, a person, and/ or groups.
  - c. Work Initiatives are the willingness and ability to give birth to new ideas, new ways of improving work, willingness to help coworkers who need help, seeing problems as opportunities not threats, willingness to work for the better every day, and passion and enthusiasm. Aspects of the work initiative also include

innovations carried out by civil servants.

- d. Cooperation is the willingness and ability of civil servants to cooperate with colleagues, superiors, subordinates in their work units, and other agencies in completing a specified task and responsibility, to achieve the greatest usefulness and useful results.
- e. Leadership is the ability and willingness of civil servants to motivate and influence subordinates or others related to their field of duty in order to achieve organizational goals.

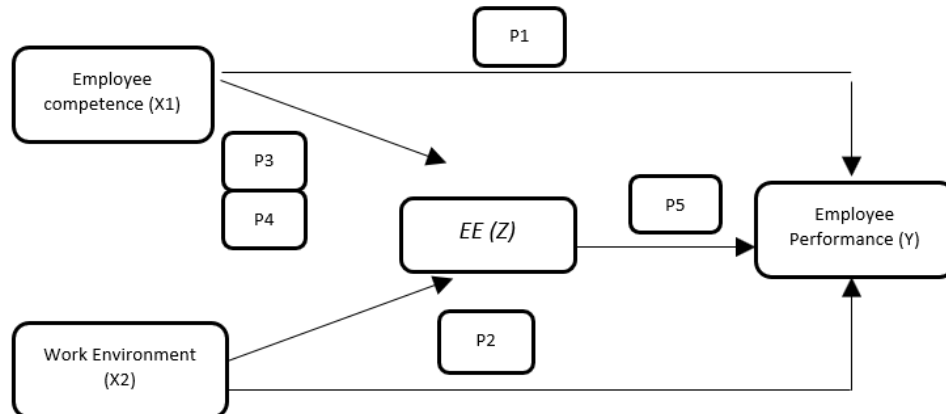
### **Employee engagement**

Employee engagement is an employee approach in the workplace that can create positive circumstances for employees so that they can contribute to an organization. Employee engagement is an employee's emotional commitment to an organization. With the involvement of employees with the organization or fellow employees will have high enthusiasm in working, so it will improve employee performance towards the organization. According to Ologbo and Sofian (2013) when an employee feels attached to the company he works for, then he realizes his responsibility to business goals and motivates his colleagues for the success of the organization's goals.

Nevertheless, Hakanen, Bakker, and Schaufeli (2006) mention that vigor, dedication, and absorption are the characteristics of employee engagement. Vigor is the involvement of employees who are shown through high energy levels and mental toughness when working, as well as the desire to give earnest effort to the work so as to be able to give maximum results in every given job, remain persistent, not easily give up, spirit and continue to survive in difficulties and also resilience in the face of difficulties. Dedication is the employee's emotional involvement in their work. Describe the enthusiastic feelings of employees at work, proud of the work done and the company where they work, stay inspired, and remain diligent until the end of the company without feeling threatened by the challenges faced. People who score highly strongly identify their work because it makes it a valuable, inspiring, and challenging experience. They usually feel enthusiastic and proud of their work and organization. While a low score on dedication means not identifying with a job because they don't have meaningful, inspiring, or challenging experiences, they feel unenthusiastic and proud of their work and organization. The absorption of employee involvement is illustrated by the behavior of employees who give full attention to their work. Absorption describes the state of employees who feel happy to immerse themselves, concentrate high, and are serious about doing their work. When doing their job, they tend to make time pass so quickly that they find it difficult to let go or separate themselves from work.

However, Croston (2008) states that there are ten factors that affect employee engagement. They are senior leadership behavior, relationship with a direct boss, interesting and challenging work, opportunity to grow and grow, involvement in making decisions, authority to make policy, collaborative corporate culture, effective internal communication, appropriate training, structures, and systems that support.

Figure 1. Research Model



## RESEARCH METHOD

This study uses quantitative methods. The object used in this research is the Civil Servant of the Yogyakarta Special Region of Transportation, which is located on Jl. Babarsari No. 30, Janti, Caturtunggal, Kec. Depok, Sleman Regency, Yogyakarta Special Region. In quantitative research, getting valid and reliable data that is tested for validity and reliability is the research instrument (Sugiyono, 2019). The data analysis technique used in this research is the statistical method. The statistical method used in this research is to determine whether the research results are accepted or rejected. This research uses the Path Analysis method.

## RESULTS

Figure 2. Path Analysis Model I

Variable	Coefficient	Coefficient path	T	Sig. t	Sig. 5%
Constant	-6.311	-	-0.589	0.559	-
Employee Competence (X1)	0,356	0,370	3,155	0,003	Significant
Work Environment (X2)	0,271	0,321	2,738	0,008	significant
Dependent Variable: Employee Engagement (Z)					
Adj R Square: 0,217					
F count: 8,917					
Sig. F: 0,00					



**Figure 3.** Path Analysis Model II

Variable	Coefficient	Coefficient path	T	Sig. t	Sig. 5%
Constant	18.945	-	1,438	0,156	-
Employee Competence (X1)	0,306	0,231	2,039	0,046	Significant
Work Environment (X2)	0.152	0,131	1,179	0,244	Not significant
Employee Engagement (Z)	0,646	0,469	3,914	0,000	Significant
Dependent Variable: Employee Performance (Y)					
Adj R Square: 0,381					
F count: 12,716					
Sig. F: 0,00					

**Hypothesis 1** Employee competence has a significant positive effect on employee performance in the DIY Department of Transportation. Coefficient regression of employee competence was obtained by 0.231 (positive). Significance test results with t-statistics were obtained to calculate 2,039 and probability (p)= 0.046. These results show a significant positive influence of competence on employee performance. Thus, the first hypothesis is accepted.

**Hypothesis 2** Work Environment has a significant positive effect on employee performance in the DIY Department of Transportation. Coefficient regression competence of employees was obtained by 0.176 (positive). Significance test results with t statistics obtained t count 1.179 and probability (p) = 0.244. This indicates the absence of a significant influence on the work environment on employee performance. Thus, the second hypothesis that states the work environment has a significant positive influence is rejected.

**Hypothesis 3** Employee competence positively affects employee performance mediated employee involvement in the DIY Department of Transportation. Competency employees have an indirect effect on employee performance through employee involvement of 0.17353. The direct influence was obtained by 0.231 so the total influence was obtained by 0.40453. The calculated t value is obtained by  $2.09324 > 2.00488$  (t table) using  $df = 54$  (total variable amount of data) with a significance level of 0.05. Then there is a significant positive influence of competence on employee performance mediated employee engagement. Thus, hypothesis three is accepted.

**Hypothesis 4** Work environment has a positive effect on employee performance mediated employee involvement in the DIY Department of Transportation. Competency employees have an indirect effect on employee performance through employee involvement of 0.150549 influence directly obtained by 0.131 so that the total influence is obtained by 0.281549. The calculation above can be known that the value of t-count =  $2.08216692 > 2.00488$  (table) using  $df = 54$  (total variable data) with a significance level of 0.05. So, there is a significant positive influence of the work environment on employee performance mediated employee engagement.

## **DISCUSSION**

Hypothesis 1 states that employee competence has a significant positive effect on employee performance in the DIY Department of Transportation. This means that the employer's motive to give encouragement or direct to achieve certain goals, the nature as a physical characteristic of the situation, the self-concept that provides the values that exist in an employee, knowledge for information in specific fields and skills that are the ability to do physical tasks that the employee has will be more motivated and enable employees to carry out the tasks and objectives provided by the organization so that to achieve the desired performance. This means that employee performance is influenced by competence to carry out tasks or jobs based on the skills and abilities possessed by employees.

Hypothesis 2 states that the work environment has a significant positive effect on employee performance in the DIY Transportation Department, but hypothesis 2 was rejected. This means that the work environment felt by employees of the DIY Transportation Office will not improve employee performance. Workplace buildings, adequate work equipment, facilities, availability of transportation facilities, relationships with colleagues, relationships with superiors, and cooperation between employees have not been able to improve the performance of DIY Transportation Department employees. This is because there are other factors that affect employee performance.

Hypothesis 3 states that employee competence positively affects employee performance mediated employee involvement in the DIY Department of Transportation. The existence of motives, traits, self-concepts, knowledge, and skills that employees have will be more motivated and enable employees to carry out tasks and accountability provided by the organization so as to achieve the desired performance. This means that vigor provides mental toughness when at work, dedications feel a feeling of enthusiasm in work and absorption that gives full attention to their work so that employees are competent in working and will ultimately improve employee performance in the organization. This suggests the effects of mediation in this study both directly and indirectly are equally significant.

Hypothesis 4 states that the work environment has a positive effect on employee performance mediated employee involvement in the DIY Department of Transportation. If employees have employee involvement or employee involvement such as mental toughness in work (vigor), employee involvement emotionally (dedication), and giving full attention (focus) in work (absorption) that will increase the quantity, quality, and achievement of the DIY transportation department targets. If the employee feels safe and comfortable in the work environment that will further, please the employee so that he is able to work optimally. The availability of facilities and equipment provided by the organization and the relationship of colleagues both with fellow employees and superiors will improve employee performance. From the results of data analysis, it is known that the influence of the work environment on employee performance has an indirect influence from direct influence. This means that employee engagement has a role to mediate the influence of the work environment on employee performance.

## **CONCLUSION**

Based on the results of the data analysis and some of the findings obtained, it can be concluded that Competence has a positive and significant direct influence on the performance of employees of the DIY Transportation Department thus hypothesis 1 is accepted. Furthermore, the work environment has a direct and insignificant influence on the performance of employees of the DIY Department of Transportation thus hypothesis 2 is rejected. Even so, Competence has a positive and significant influence on employee performance mediated employee involvement in the DIY Transportation Office thus hypothesis 3 is accepted. Last, the work environment has a positive and significant influence on employee performance mediated employee involvement in the DIY Transportation Department thus hypothesis 4 is accepted.

## **Suggestion**

It is better if the employees of the Department of Transportation of DIY conduct training to understand or know the job description of every job done by the employees and the Department of Transportation of DIY while maintaining the completion of work, understanding or mastering theory, and still making work plans. The DIY Transportation Agency also needs to provide table blocking facilities for employees, hand sanitizers, and additional handwashing facilities for employees to support employee performance in order to avoid the dangers of Covid-19 and maintain a comfortable workspace for employees. The DIY Transportation Office must also increase employee involvement, namely vigor where employees often work overtime so that employees feel pressured by their current jobs and the DIY Transportation Department continues to involve employees in challenging jobs so that employees can develop skills in their respective fields. In addition, the employees of the DIY Transportation Service should get used to always coming on time so that employees are able to carry out more tasks and responsibilities and be able to improve employee performance in accordance with the standards set by the government.

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