



Analysis of Influence Employee Competence and Job Satisfaction on Employee Performance with Employee Engagement as a Mediating Variable at PT. Perkebunan Nusantara XII Surabaya

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Abstract. This study aims to analyze the effect of employee competence and job satisfaction on employee performance, with employee engagement as a mediating variable at PT Perkebunan Nusantara XII Surabaya. Employee competence and job satisfaction are crucial factors in improving employee performance, while employee engagement plays a role in strengthening this relationship. This research adopts a quantitative approach using secondary data from employee competency measurement reports for the 2020-2022 period. The analysis method employed is Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) approach. The findings indicate that employee competence and job satisfaction have a positive and significant impact on employee performance. Furthermore, employee engagement has been proven to play a significant mediating role in the relationship between employee competence and employee performance, as well as between job satisfaction and employee performance. In other words, employees with high competence and job satisfaction tend to be more engaged in their work, ultimately enhancing their performance. These findings have practical implications for companies to improve employee competence and job satisfaction through training, fair incentive distribution, and creating a work environment that fosters employee engagement. This study also contributes to the development of human resource management theory, particularly regarding employee engagement as a mediating factor in enhancing employee performance.

Keywords: employee competence, job satisfaction, employee engagement, employee performance

1. INTRODUCTION

In the context of increasingly tight competition in various industrial sectors, companies are now increasingly aware of the importance of utilizing strategic resources to maintain and improve their competitiveness. This change in perspective is reflected in the shift from the dominance of physical resources that can be seen and touched, such as land, buildings, and machinery, to increasing attention to intangible assets, such as trademarks, intellectual property, and customer relationships. (Harsanto, 2017). This is mainly due to the fact that in the increasingly digital and knowledge economy, a company's competitive advantage more often comes from its ability to create, manage and leverage these intangible resources. (Lestari, 2019).

The importance of intangible assets in the context of modern competition is due to their nature which is more difficult for competitors to imitate. A strong brand or unique intellectual property is difficult for competitors to copy easily, giving the company the opportunity to maintain a strong market position. (Lestari, 2019). In addition, in an era where technology and innovation continue to change rapidly, intangible resources such as knowledge and innovation

capabilities are also key to creating products and services that meet the needs of the evolving market.(Noor, 2018).

This change also reflects a shift in how companies view their long-term value and durability. While physical assets are still important, recognition of the value created by intangible assets has increased significantly.(Yudha & Nasir, 2012). Companies that are able to manage and optimize their intangible resources well have an advantage in creating long-term value and adaptability to rapid changes in the business environment. Therefore, resource management strategies are becoming increasingly complex, with companies investing in brand building, innovation, and human resource development as an integral part of their efforts to maintain and enhance their competitive advantage in the market.(Firmansyah, 2023).

Humans are unique assets because they have life, so they require special treatment to maintain their loyalty to the company.(Saleh & Said, 2019). Companies must realize that to achieve effectiveness and core excellence, the human element or employees are the most important in contributing to company performance.(Riniwati, 2016). As a critical element, it can be concluded that employees in a company have the same value as physical assets and company capital. Human resources are the most important factor in organizational productivity because empowering employees is considered an investment that will help the organization achieve long-term goals and performance. Therefore, the importance of the role of employees in a company must be maintained so that they can continue to make meaningful contributions to the company.(Ramadhani et al., 2023).

Human capital management(human capital management) refers to systems designed to improve employee and overall company performance.(Susanti et al., 2024). According to Baron and Armstrong(2013)In his book entitled "The Concept of Human Capital Management", there are four main objectives of human capital management, including providing guidelines for the development of human resource (HR) and business strategies in the future and providing information on strategies and practices to improve the effectiveness of HR management. Investments made in human capital management aim to increase human productivity through education and training. In this context, human capital management emphasizes the importance of developing employee potential and managing staff on a daily basis.(Cahyaningrum et al., 2023).

The importance of strengthening human capital also lies in the human need for feedback on their performance. As social beings, employees respond to feedback to find out how good or bad their performance is.(Muryani et al., 2022). By providing clear and constructive feedback, companies can help employees understand the areas in which they are performing

well and where they need to improve. Thus, human capital management also involves developing an effective feedback system to ensure employees feel valued and encouraged to continue to grow.

In addition, human capital management also aims to create a work environment that supports growth and innovation. By providing opportunities for employees to learn, develop, and innovate, companies can create a culture that motivates employees to give their best in their work. This not only improves individual performance but also drives the growth of the company as a whole. Therefore, human capital management is not only about individual development, but also about building a dynamic and adaptive organization in facing the challenges of an ever-growing business.(Sarjito, 2023).

The importance of providing feedback on employee performance in a company is because employees need clear information about how they are performing.(Tristina & Widagdo, 2019). Without adequate feedback, employees may not be aware of areas where they are performing well or where they need to improve. Conversely, companies also need to monitor employee performance to determine the extent to which performance goals and standards have been achieved. This involves analyzing employees' strengths and weaknesses and seeking approaches to improve their performance.(Fatimah, 2017).

Performance Employees are the result of a number of factors, including motivation, ability, teamwork, personality, and others. Each employee has different levels of willingness and ability, and to achieve high performance, a combination of these factors is needed. Good leadership, workplace safety, knowledge of the job, consistent attendance, loyalty to the company, resilience in facing challenges, and initiative also play an important role in determining employee performance.(Widagdo et al., 2020).

In an effort to improve employee performance, companies can take various approaches. One of them is by strengthening three main factors: employee competence, job satisfaction, and employee engagement. Employee competence includes skills, knowledge, and experience that are relevant to their work. Job satisfaction affects employee motivation and engagement, while employee engagement shows the extent to which employees feel connected to the company's goals, values, and culture. By improving employee competence, satisfaction, and engagement, it is hoped that companies can significantly improve overall employee performance.

There are many factors that contribute to superior human resource performance, which in turn can drive the success of an organization. One of the key factors is competence. As stated by Ataunur and Ariyanto(2015), organizations can grow and survive in the long term if

supported by employees who have strong competencies in their respective fields. Therefore, in an effort to improve employee performance, it is important for organizations to ensure that all components involved in the process support the improvement of employee competencies. Especially is improving employee competencies so that they have the will and motivation to adopt changes in attitudes and behaviors, and then implement them consistently. This will produce real and visible impacts in the form of quality work results (Utaminingsih, 2014).

The importance of improving employee competency can also be seen in the context of encouraging adaptation to changes in the ever-changing business environment. In this dynamic world, organizations need to have employees who not only have relevant knowledge and skills, but are also able to adapt quickly to changes that occur around them. By improving employee competency, organizations can ensure that they have a team that is ready to face new challenges and opportunities with the appropriate capabilities. (Setiadi, 2012).

In addition, improving employee competency can also bring long-term benefits to the organization, such as increased employee satisfaction, better retention, and an improved reputation as an attractive workplace. By providing appropriate training and development, organizations not only help employees improve their performance, but also create a dynamic work environment and build a culture of continuous learning. Therefore, investing in improving employee competency is an important strategic step for organizations that want to stay relevant and competitive in an ever-changing business environment. (Anggrahini et al., 2023).

Job satisfaction, also known as workplace satisfaction, is closely related to employees' attitudes toward their jobs, work environment, cooperation between coworkers, and relationships with superiors. (Sulistiyawati et al., 2022). Employees who feel satisfaction from their work tend to prioritize their tasks over rewards, even if rewards are considered important. (Raharjo & Nafisah, 2006). It is believed that highly satisfied employees tend to consider themselves more competitive than less satisfied co-workers. (Ningkiswari & Wulandari, 2017). Several studies have shown that organizations with highly satisfied employees tend to have higher productivity than organizations with less satisfied employees. When employees are satisfied with their jobs, their performance improves, which has a positive impact on the quality of work.

Before achieving optimal performance, it is important to understand how employee job satisfaction is related to their competencies. It is not enough to have strong motivation to achieve goals and gain satisfaction, but it is also important for employees to have competencies that match the demands of their jobs. Evaluation of individual competencies can help in

predicting their performance. These competencies can be used as criteria for determining a person's job, whether for professional, managerial, or senior manager roles.(Bairizki, 2020).

Employee engagement is the level of emotional and intellectual commitment of a person to the organization in which they work.(Baumruk, 2004; Richman, 2006; Shaw, 2005). When employees feel attached to the company, they will have a strong emotional and intellectual commitment to the company, and they will try to give their best beyond the targets set in their work. According to Siddhanta and Roy(2010), employee engagement has the potential to generate success for the company, one of which is by improving employee performance.

PT Perkebunan Nusantara XII (PTPN XII) is a company engaged in the plantation sector, especially focusing on Rubber, Sugarcane, Tea, Coffee, various woods and agrotourism. The company is headquartered in Surabaya, East Java, Indonesia. As one of the leading plantation companies in Indonesia, PTPN XII has a long history in the plantation industry and has become one of the main players in the contribution of the plantation sector to the Indonesian economy. As a large company in the plantation sector, PTPN XII has thousands of employees spread across their various plantation locations. These employees play an important role in running the company's daily operations, from planting and caring for plants to processing and marketing plantation products.

Although PTPN XII has a strong reputation in the plantation industry, based on competency measurement data from 2022 (published in 2023), there is a weakness in the low hard competency aspect score, only reaching 45.03. Although competency measurement data from 2020 to 2022 shows an increasing trend for the hard competency aspect, it is still at a low level, with consecutive values of 35.68 (2020); 41.77 (2021) and 45.03 (2022).

In this context, companies need to understand how factors such as employee competence and job satisfaction affect employee performance, and how employee engagement can mediate the relationship between competence and job satisfaction with employee performance. Therefore, this study aims to analyze the influence of employee competence and job satisfaction on employee performance, with employee engagement as a mediating variable, at PT Perkebunan Nusantara XII Surabaya. So in this study, the author takes the research title related to "Analysis of the Influence of Employee Competence and Job Satisfaction on Employee Performance with Employee Engagement as a Mediator at PT Perkebunan Nusantara XII Surabaya."

2. LITERATURE REVIEW

Employee Engagement

Employee engagement first introduced by an American professor named William Kahn. He defined employee engagement as the utilization of organizational members towards their respective work roles.

Job Satisfaction

Job satisfaction according to Martoyo (1994), basically the emotional state of employees where there is or is not a meeting point between the value of employee work rewards from the company/organization and the level of reward value desired by the employee concerned.

Employee Competence

Hutapea and Nurianna Thoha (2008) Competence is the capacity that a person has that can enable that person to fulfill the requirements of a job in an organization so that the organization is able to achieve the expected results.

Employee Performance

Performance is a form of carrying out tasks towards responsibilities that have been given and have been completed so as to produce output both in terms of quality and quantity. (Mangkunegara, 2013). There is a definition according to other experts, employee performance is the achievement or results of each individual's achievements obtained in each work implementation.

3. METHODS

The research was conducted at PT Perkebunan Nusantara XII Surabaya, domiciled at Jl. The research population was management employees in grades IIIA/0 to IVD/6 (or grades 11 to 17), who are a strategic group in the organizational structure. The sample in this study was selected using the non-probability sampling method so that 195 respondents were taken from a population of 200 people. This study uses descriptive research using a quantitative approach. Descriptive research is a study that aims to describe systematically, factually, and accurately about the facts and nature of the research object. The data analysis methods used are descriptive analysis tests, hypothesis tests, measurement model tests, and structural model tests.

4. RESULTS

Descriptive Analysis Results

Table 1. Mean, Median, Minimum and Maximum Results

	Year	Mean	Median	Min	Max	Standard Deviation
<i>Employee Performance</i>	2020	94.07	94.09	93.8	94.77	0.381
	2021	95,325	95.32	94.5	95.73	0.226
	2022	94,534	94.56	93.3	95.3	0.400
<i>Employee Competence</i>	2020	67,823	67.89	65.9	68.32	0.488
	2021	70,749	70.75	70.5	70.93	0.105
	2022	83,511	83.57	82.1	83.77	0.322
<i>Job Satisfaction</i>	2020	80,704	80.74	79.6	80.91	0.251
	2021	83,381	83.38	83.5	83.6	0.107
	2022	84.28	84.27	84.1	84.5	0.099
<i>Employee Engagement</i>	2020	82,391	82.4	82.5	82.6	0.130
	2021	84,812	84.81	84.7	84.95	0.086
	2022	85.15	85.2	83.13	85.4	0.358

Source: Primary Data Processing Results (2024)

In the Employee Performance category, there was an increase in 2021 with an average score of 95.325 compared to 94.07 in 2020, but slightly decreased in 2022 to 94.534. The median, minimum, maximum, and standard deviation values also followed a similar trend. For Employee Competence, there was a significant increase from 2020 with an average of 67.823 to 70.749 in 2021, and even higher in 2022 with an average score of 83.511. This shows a consistent increase in competency among employees from year to year.

Job Satisfaction employees also showed a positive trend, from an average of 80,704 in 2020 to 83,381 in 2021, and increasing again in 2022 to 84.28. This increase in job satisfaction is also reflected in the median, minimum, and maximum values which are getting higher every year. Finally, in Employee Engagement, there was an increase from 82,391 in 2020 to 84,812 in 2021, and reached 85.15 in 2022. This increasing employee engagement is important because it can contribute to better performance and job satisfaction.

Overall, this data shows an increasing trend in various aspects of employee performance and engagement over the past three years.

5. DISCUSSION

The Influence of Employee Competence on Employee Engagement

The results show that the Original sample value of the influence of Employee Competence on Employee Engagement is 0.375 and the t-statistic value is 6.637 with a p value of 0.000. So it can be concluded that Employee Competence on Employee Engagement has a

significant positive influence because the p value is smaller than 0.05 and the Original sample value is positive.

The Influence of Job Satisfaction on Employee Engagement

The results show that the Original sample value of the influence of Job Satisfaction on Employee Engagement is 0.571 and the t-statistic value is 9.562 with a p value of 0.000. From these results, it shows that Job Satisfaction on Employee Engagement has a significant influence because the p value is smaller than 0.05 and the Original sample value is positive.

The Influence of Employee Competence on Employee Performance

The results show that the Original sample value of the influence of service quality on Employee Performance is 0.592 and the t-statistic value is 9.314 with a p value of 0.000. From these results, it shows that Employee Competence on Employee Performance has a significant influence because the p value is less than 0.05 and the Original sample value is positive.

The Influence of Job Satisfaction on Employee Performance

The results show that the Original sample value of the influence of Job Satisfaction on Employee Performance is 0.031 and the t-statistic value is 0.396 with a p value of 0.693. From these results, it shows that Job Satisfaction on Employee Performance has an insignificant effect because the p value is greater than 0.05 and the Original sample value is positive.

The Influence of Employee Engagement on Employee Performance

The results show that the Original sample value of the influence of Employee Engagement on Employee Performance is 0.323 and the t-statistic value is 3.763 with a p value of 0.000. From these results, it shows that Employee Engagement on employee performance has a significant influence because the p value is smaller than 0.05 and the Original sample value is positive.

The Influence of Employee Competence on Employee Performance Through Employee Engagement

The results show that the Original sample value of the indirect influence of Employee Competence on Employee Performance through Employee Engagement is 0.121 and the t-statistic value is 3.305 with a p value of 0.001. From these results, it shows that Employee

Competence on Employee Performance through Employee Engagement has a significant influence because the p value is smaller than 0.05 and the Original sample value is positive.

The discussion section is arguably the Influence of Job Satisfaction on Employee Performance through Employee Engagement

The results show that the Original sample value of the indirect influence of Job Satisfaction on Employee Performance through Employee Engagement is 0.184 and the t-statistic value is 3.411 with a p value of 0.001. From these results, it shows that Job Satisfaction on Employee Performance through Employee Engagement has a significant influence because the p value is less than 0.05 and the Original sample value is positive. From these results it can be said that every time there is an increase in Job Satisfaction implemented by the Company at PT. Perkebunan Nusantara XII Surabaya, Employee Performance will also increase which is mediated by Employee Engagement with a significant increase.

6. CONCLUSION

Based on the research results, it can be concluded that employee competence has a significant positive influence on employee engagement at PT. Perkebunan Nusantara XII Surabaya. This indicates that the higher the employee's competence, the greater their level of engagement in the workplace. Additionally, job satisfaction also has a significant positive influence on employee engagement, meaning that a satisfying work environment enhances employee involvement.

Furthermore, the study found that employee competence has a significant positive impact on employee performance. In other words, more competent employees tend to perform better in carrying out their tasks and responsibilities. However, job satisfaction has a positive but insignificant influence on employee performance. This suggests that although job satisfaction contributes to performance, its effect is not strong enough to be a key determining factor.

Moreover, employee engagement has a significant positive influence on employee performance. Employees who are more engaged in their work tend to demonstrate higher performance levels. The research also reveals that employee engagement plays a mediating role in the relationship between competence and performance, as well as between job satisfaction and performance. Therefore, increasing competence and job satisfaction will have a greater impact on performance when accompanied by high employee engagement. These findings highlight the importance of strategies to enhance competence, job satisfaction, and employee engagement in improving performance at PT. Perkebunan Nusantara XII Surabaya..

7. LIMITATION

This study has several limitations that must be considered, both in terms of science, methodology, and technique, considering the limitations of time and resources. This study will only focus on three main variables, namely employee competence, job satisfaction, and employee engagement, and how these three variables relate to employee performance. Other variables that have the potential to affect employee performance will not be discussed further. The object of the study is limited to the management employees at PT Perkebunan Nusantara XII in Surabaya, so the results may not be generalizable to other companies. In terms of methodology, this study uses a quantitative approach with documentation data sourced from the company's measurement reports for the past three years. In addition, this study only analyzes employee engagement as a mediating variable, so the mediating influence of other variables will not be studied further.

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