

The Effect of Employee Engagement and Work Motivation on Performance with Learning Agility as an Intervening Variable at PT. Paiton Operation and Maintenance Indonesia

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Abstract

This study aims to examine and analyze the direct and indirect effects of employee engagement and work motivation on performance through learning agility on the performance of employees of PT. Paiton Operation and Maintenance Indonesia (PT. POMI). This research was conducted on employees of PT. POMI with the number of respondents in this study as many as 124 people. The sampling technique used is simple random sampling where the sample is taken at random from the entire population. Data analysis method using Partial least square using software SMART PLS 3. The results showed that work motivation and learning agility directly had a positive and significant effect on performance, while employee engagement directly had a positive but not significant effect on performance. The work motivation and employee engagement indirectly have a positive and significant effect on performance.

Keywords

employee engagement; work motivation; learning agility performance



I. Introduction

Human resources are one of the organizational resources that have an important role in achieving company goals. Assets, capital and other resources owned by the company need to be managed by humans, so that organizational problems often stem from human resource management problems, so in this case human resource management has a vital and strategic role.

PT. Paiton Operation and Maintenance Indonesia (PT. POMI) with 450 employees is a company that runs the operation and maintenance (O&M) of coal power plants. Consists of units 3, 7 and 8 PLTU Paiton Energy owned by Paiton Energy with a total capacity of 2055 MW which operates based on a sales contract (Power Purchase Agreement) with PLN for 30 years. With this contract, the company is obliged to maintain reliability, efficiency and fulfill other provisions according to the contract at an optimum for 30 years according to the contract period.

In the last 3 years the company is facing challenges related to changes in coal specifications where currently the boiler must use coal specifications that are not in accordance with the initial design, this greatly affects the efficiency and reliability of the power plant. On the other hand, the emergence of new power plant as competitors with better efficiency levels and the government's plan to reduce fossil power plants and switch to renewable energy plants, requires PT. POMI has good reliability, efficiency and emission level so that it can compete with existing competitors.

According to Kruse (2012), employee engagement is an employee's emotional commitment to the organization and its goals. This emotional commitment means

employees genuinely care about their job and their company. They don't work just for a paycheck, or just for a promotion, but work on behalf of the organization's goals. Therefore, employees who have good engagement will perform optimally. Research by Cahyandani (2021) and Setiawan (2017) states that employee attachment has a positive effect on performance, research by Saputra (2022) explains that employee engagement also affects learning agility.

According to Ernest (in Mangkunegara, 2006) work motivation is defined as a condition that influences generating, directing and maintaining behavior related to the work environment. In the research of Prayogi and Nursidin (2018) and Lusri and Siagian (2017) it is stated that work motivation has a positive effect on employee performance. According to Day, Harrison and Halpin (2009), it is stated that there is a relationship between learning agility and motivation, where it is stated that a punitive culture in organizations inhibits individual motivation to learn and conversely a supportive and nurturing culture motivates learning and fosters learning agility.

Learning agility become an important variable that must be owned by employees, as stated by Lombardo & Eichinger, (2000) Learning agility is a person's desire and ability to master new competencies so that they can perform under difficult situations at the first opportunity. Meanwhile, according to Yadav, (2017) Learning agility is the ability to extract understanding or learning from various previous experiences to deal with new changes. In Santoso's research (2021) it is stated that learning agility has a positive effect on performance. This shows that when employees have good learning agility, their performance will also increase.

According to Mangkunegara (2009:67) Performance is the result of work in quality and quantity achieved by a person in carrying out his duties in accordance with the responsibilities given to him. Ifari's research (2021) explains that performance is influenced by learning agility. Sembiring's research (2014) states that performance is influenced by employee engagement and in Larasati's research (2014) performance is influenced by work motivation.

Every year the company sets annual performance targets using plant availability, company financial management, outage performance, occupational health and safety MTI/ First aid treatment, environmental management, fuel and operating efficiency parameters, unscheduled trips and company and employee relations as a reference for determining company performance. The company's performance data shows that the plant availability and operating efficiency parameters have not been achieved in the last 3 years.

Researchers conducted observations and brief interviews with several employees at PT. POMI. based on the results of this observation, some employees do not have high work motivation. According to Jufrizen's research (2018), work motivation has an effect on performance, so employees who have high work motivation will have great drive, desire and energy within the individual to work as optimally as possible. In this case, work motivation becomes one of the important parameters to improve the performance of employees of PT. POMI.

The results of this survey conducted in 2021 show that employee engagement is still 3 points below the average for companies in Indonesia so it needs to be improved. Employee engagement is a variable that needs to be considered in an effort to improve performance at PT. POMI, because according to Lee and Ok (2015), along with the world recession, engagement has become an important trigger for organizational success in a competitive business environment. Because the attachments that employees have directly affect individual and business outcomes, such as financial performance, productivity, retention, and even shareholder returns. The same thing was conveyed in the results of

Praharsyarendra (2020) and Anitha (2014) research which stated that employee engagement had a positive effect on performance. The research gap of this research is Joshuan (2015) which states that engagement has a negative effect on performance. On the other hand, engagement also affects learning agility, as stated by Juhdi & Pa'wan, (2012), Empirical research in Malayasia involving 329 respondents proved that organizational attachment and work attachment are predictors of learning agility and learning agility is a predictor of leadership spirit, The same thing was also conveyed by the results of Saputra's research (2021) which stated that work attachment had a positive and significant effect on learning agility, which means that the better the employee's work attachment, the better the employee's learning agility.

From the description above, currently PT. POMI is facing challenges in the form of the emergence of new, more efficient power plants, government policies to replace fossil-based power plants with renewable energy plants, as well as changes in coal specifications, while several parameters of organizational performance achievement still need to be improved, survey results and Observation shows that employee engagement and motivation are not very good. To answer the challenges that exist, it is necessary to innovate in many ways so that employees who have good employee engagement and work motivation are needed and learning agility so that it can perform optimally. To support the determination of organizational performance improvement strategies at PT. POMI, it is interesting for researchers to examine how the influence of employee engagement and work motivation on performance through learning agility as an intervening variable.

II. Review of Literature

2.1 Employee Engagement

According to Kruse (2012), employee engagement is an employee's emotional commitment to the organization and its goals. This emotional commitment means employees genuinely care about their job and their company. They do not work only for salary, or only for promotion, but work on behalf of organizational goals (Kruse 2012).

2.2 Work motivation

According to Herzberg (in Tan & Waheed, 2011) work motivation is the provision of a driving force that creates work enthusiasm in an individual so that they are willing to cooperate, work effectively and integrate with all their efforts to achieve their desires.

2.3 Learning agility

According to Meuse (2010) learning agility is the ability to learn from experience, and then the willingness to apply those lessons to succeed in challenging new roles.

2.4 Performance

According to Rivai and Sagala (2009), performance is a real behavior that is displayed by everyone as work performance produced by employees according to their role in the company.

2.5 Conceptual framework

Based on the theory and previous research, the conceptual framework in this study shows the relationship between employee engagement (X1), work motivation (X2) on the dependent variable, namely employee performance (Y) through learning agility as an intervening variable (Z).

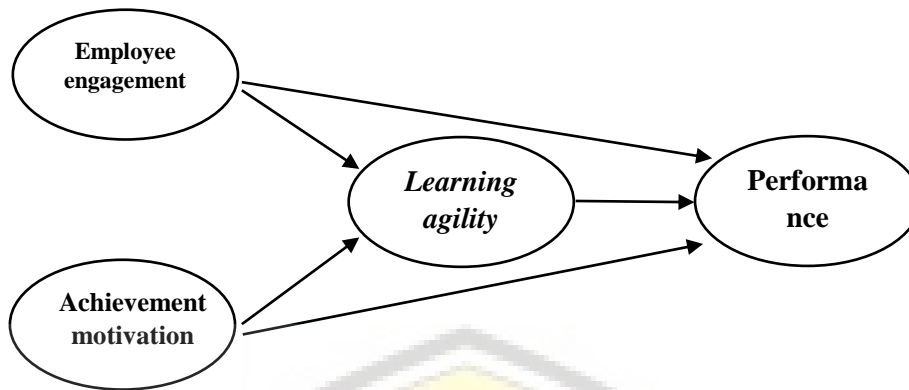


Figure 1. Conceptual framework

2.6 Hypothesis

a. Employee engagement on performance.

According to Kruse (2012) *Employee engagement* is an employee's emotional commitment to the organization and its goals. This emotional commitment means employees genuinely care about their job and their company. They don't work just for a paycheck, or just for a promotion, but work on behalf of the organization's goals.

In this study, it is supported by previous research that was investigated by Praharsyendra, Sukmawati and Dirdjosuparto (2020), Lewiuci, Mustamu (2016), Ramadhan, Sembiring (2014), Cahyandani (2021), Manalu, Thamrin, Hasan, Syahputra (2021) explained that employee engagement affects employee performance.

Based on the description above, the hypothesis in this study can be proposed as follows:

H1: Employee Engagement affects Performance

b. Work motivation on performance

According to Ernest (in Mangkunegara, 2006) work motivation is defined as a condition that has an effect on generating, directing and maintaining behavior related to the work environment. So that employees who have work motivation have the drive that comes from within themselves to do work optimally, directed and consistent to achieve personal and organizational goals.

This research is supported by the research of Prayogi and Nursidin (2018) and Lusri and Siagian (2017) stated that work motivation has a positive effect on employee performance.

H2: Work motivation affects performance

c. Work motivation on learning agility

According to Hasibuan (2011:143) states that "Motivation is the provision of a driving force that creates enthusiasm for one's work, so that they are willing to work together, work effectively, and are integrated with all efforts to achieve satisfaction".

This research is supported by previous research, Lee (2021) who explained that achievement motivation has an effect on learning agility. According to Day, Harrison and Halpin (2009) it is also mentioned that a punitive culture in organizations inhibits individual motivation to learn and conversely a supportive and caring culture motivates learning and fosters learning agility.

From the explanation above, the hypothesis can be proposed in this study as follows:

H3: Work motivation affects learning agility

d. Employee Engagement with Learning agility

According to Linda S. Gravett (2016), learning agility is a learning ability related to adaptability and willingness to face the unknown and is used to predict a person's potential performance in doing new tasks.

In this study, it is supported by previous research that was investigated by Saputra, Bramantoro Abdinagoro and Kuncoro (2018), Saputra, Sasanti and Hindriari (2021), Riswan, Salsabila, Mulya and Saputra (2022) explain that employee engagement affects learning agility.

Based on the description above, the hypothesis in this study can be proposed as follows:

H4: Employee engagement has an effect on Learning agility.

e. Learning agility on Performance

According to Mangkunegara (2009:67) Performance is the result of work in quality and quantity achieved by a person in carrying out his duties in accordance with the responsibilities given to him. Thus, performance has a considerable influence in improving work performance.

This study is supported by previous research by Ayu Meryka and Santoso Yuzarion (2021), Alde Rahman Ifari (2021), Anizzibda Chahya Khildani, Suhermin and Marsudi Lestariningsih (2021) who explained that *learning agility* effect on employee performance.

Based on the description above, the following hypotheses can be proposed in the study:

H5: Learning agility affects performance

e. Employee engagement effect on performance through learning agility as an intervening variable.

According to Hariandja (2022), performance is the result of work produced by employees or real behavior that is displayed in accordance with their role in the organization

According to Bakker and Leiter (2010). Engaged employees have confidence in and support the organization's goals, have a sense of belonging, feel proud of the organization in which they work and have a desire to develop and survive in the organization. When employees are engaged, they feel compelled to work towards challenging goals, they want success

According to Gravett (2016), *learning agility* is a learning ability related to adaptability and willingness to face the unknown and is used to predict a person's potential performance in doing new tasks.

Based on the description above, the following hypotheses can be proposed in the study:

H6: Employee engagement affects performance through learning agility as an intervening variable

d. Work motivation effect on performance through learning agility as an intervening variable.

According to Hasibuan (2011:143), work motivation is the provision of a driving force that creates one's work enthusiasm, so that they are willing to work together, work effectively, and are integrated with all efforts to achieve satisfaction.

According to Linda S. Gravett (2016), learning agility is a learning ability related to adaptability and willingness to face the unknown and is used to predict a person's potential

performance in doing new tasks, while the definition of performance According to Hariandja (2022), is the result of work produced by employees or real behavior that is displayed in accordance with their role in the organization (Hariandja; 2022).

Based on the description above, the following hypotheses can be proposed in the study:

H6: Work motivation affects performance through learning agility as an intervening variable

III. Research Method

The research uses quantitative methods. The population in this study are employees of PT. POMI as many as 430 people, the sampling method used is simple random sampling with a total sample of 124 people. Primary data for the variables of employee engagement, work motivation, performance and learning agility were collected by distributing questionnaires. Other data that supports this research were obtained through archives and reports at PT. POMI. Data analysis method using partial least square (PLS) using SMART-PLS 3.0 software

IV. Result and Discussion

4.1 Convergent Validity

Convergent validity This is done to find out whether the questions given really measure what you want to measure. Validity testing is done by looking at the cross loading value, where a question is said to be valid if the cross loading value is > 0.7 (Imam Ghozali, 2014). The following results of calculations carried out using smart PLS show the following results:

Table 1. Cross loading value of smart PLS test results

	X1(Attachment)	X2(work motivation)	Y(Performance)	Z(Learning agility)
x1	0.591			
x1.10	0.884			
x1.2	0.802			
x1.3	0.732			
x1.4	0.845			
x1.5	0.839			
x1.6	0.825			
x1.7	0.743			
x1.8	0.725			
x1.9	0.833			
x2.1		0.800		
x2.2		0.735		
x2.3		0.797		
x2.4		0.794		
x2.5		0.693		
x2.6		0.759		
y1			0.701	

y10			0.601	
y11			0.562	
y2			0.759	
y3			0.830	
y4			0.801	
y5			0.762	
y6			0.807	
y7			0.784	
y8			0.720	
y9			0.758	
z1				0.730
z10				0.779
z2				0.686
z3				0.761
z4				0.833
z5				0.831
z6				0.800
z7				0.853
z8				0.786
z9				0.796

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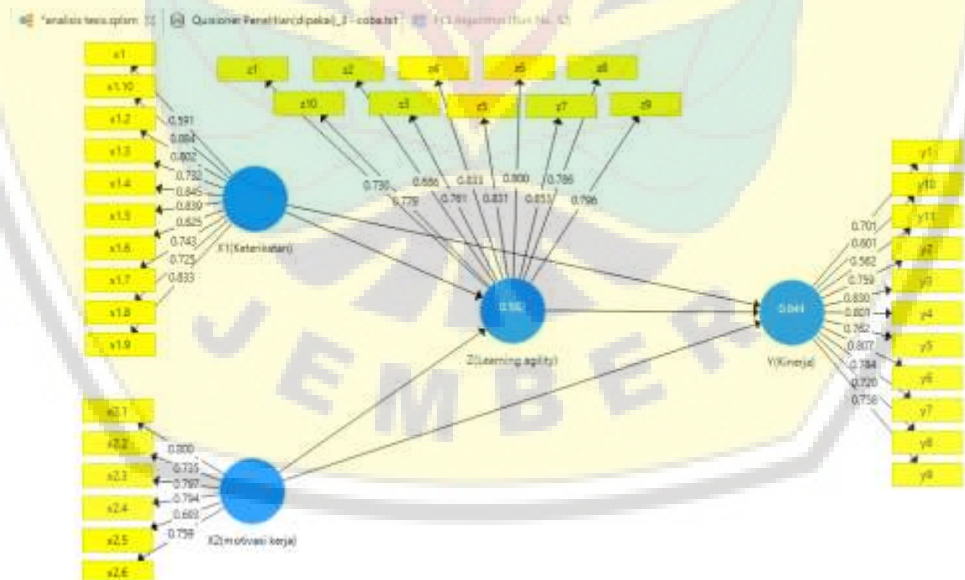


Figure 2. Outer loading test with some values < 0.7

From table 1, it is known that there are several questions that have a loading factor of < 0.7, which means that the question does not meet the valid requirements and is excluded from the calculation. The questions in question are x1.1, x2.5, Y10, Y11 and Z2. After the questions are issued, then all question items meet the requirements > 0.7 which means all question items are declared valid.

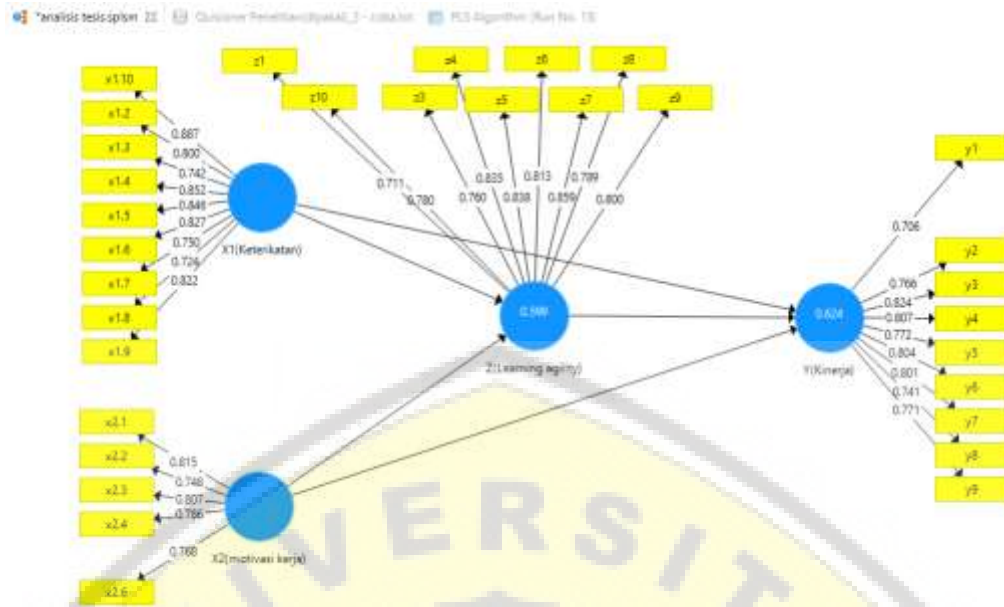


Figure 3. Outer loading test all values > 0.7

4.2 Discriminant Validity

The discriminant validity test was carried out using the cross loading value. An indicator is declared valid if it has a higher cross loading value than the cross loading value of other constructs. The results of testing the cross loading value using smart PLS software show the following results:

Table 2. Cross loading value of smart PLS calculation

	X1(Attachment)	X2(work motivation)	Y(Performance)	Z(Learning agility)
x1.10	0.887	0.686	0.639	0.670
x1.2	0.800	0.579	0.504	0.574
x1.3	0.742	0.512	0.455	0.496
x1.4	0.852	0.692	0.491	0.587
x1.5	0.846	0.637	0.494	0.577
x1.6	0.827	0.715	0.481	0.615
x1.7	0.750	0.541	0.447	0.514
x1.8	0.724	0.646	0.583	0.541
x1.9	0.822	0.628	0.612	0.647
x2.1	0.606	0.815	0.589	0.651
x2.2	0.572	0.748	0.497	0.578
x2.3	0.693	0.807	0.529	0.573
x2.4	0.575	0.786	0.558	0.507
x2.6	0.614	0.768	0.527	0.598
y1	0.499	0.565	0.706	0.567
y2	0.449	0.557	0.766	0.478
y3	0.515	0.502	0.824	0.617
y4	0.456	0.406	0.807	0.604
y5	0.605	0.592	0.772	0.614

y6	0.535	0.586	0.804	0.654
y7	0.498	0.525	0.801	0.597
y8	0.416	0.460	0.741	0.553
y9	0.566	0.602	0.771	0.703
z1	0.394	0.375	0.534	0.711
z10	0.543	0.606	0.543	0.780
z3	0.547	0.560	0.657	0.760
z4	0.717	0.750	0.623	0.835
z5	0.654	0.620	0.718	0.838
z6	0.637	0.614	0.602	0.813
z7	0.571	0.591	0.667	0.859
z8	0.481	0.545	0.600	0.789
z9	0.598	0.626	0.617	0.800

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From table 2, it can be seen that the cross loading value for each question item is higher than the cross loading value for other constructs so that the results of this discriminant validity test can be declared valid.

Another method to test discriminant validity is the criterion by looking at the Average variance extracted (AVE). according to Lathan and ghozali (2012,78) a variable is declared valid if the AVE root is greater than the correlation value between variables in the research model and $AVE > 0.5$

Table 3. AVE (average variance extracted)

Variable	AVE
X1(Attachment)	0.652
X2(work motivation)	0.616
Y(Performance)	0.605
Z(Learning agility)	0.639

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From table 3, information is obtained that the AVE value for all constructs has a value > 0.5 so that the AVE value meets the valid requirements

Table 4. Roots of AVE and correlation between latent variables

	X1(Attachment)	X2(work motivation)	Y(Performance)	Z(Learning agility)
X1(Attachment)	0.807			
X2(work motivation)	0.779	0.785		
Y(Performance)	0.654	0.689	0.778	
Z(Learning agility)	0.723	0.743	0.776	0.800

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From table 4 it can be seen that the number in bold is the root value of the AVE (average variance extracted) of each construct and the number that is not in bold below is the correlation value between the constructs and others in the model. it can be seen that the value of the number that is not bolded is greater than the number that is not bolded in the

row below. So it can be concluded that all constructs meet the requirements of discriminant validity.

4.3 Composite reliability and cronbach alpha.

A latent variable can be said to have good variability if the value of composite reliability and Cronbach alpha > 0.6 . The results of processing using smart pls software show the following results:

Table 5. Cronbach alpha and composite reliability

	Cronbach's Alpha	Composite Reliability
X1(Attachment)	0.932	0.944
X2(work motivation)	0.844	0.889
Y(Performance)	0.918	0.932
Z(Learning agility)	0.929	0.941

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From table 5 it can be seen that all variables have a value of *Cronbach's alpha* and composite reliability > 0.6 so it can be concluded that all constructs have good reliability.

4.4 Inner model analysis

a. R-Square value

The value of R square is used to see the influence of the independent latent variable on the dependent latent variable. According to Imam Ghozali (2014) R-square value > 0.75 indicates that the model built has a strong model strength, R-square > 0.5 indicates moderate model strength and R-square > 0.25 indicates weak model strength. The results of processing using smart pls show the following results.

Table 6. Value of R square

	R Square	R Square Adjusted
Y(Performance)	0.633	0.624
Z(Learning agility)	0.605	0.599

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From table 6 it can be seen that the R-square value of performance is 0.633, this means that the variable employee engagement and work motivation has an effect of 63.3% while the remaining 36.7% percent is influenced by other variables. The R-square value of 63.3% indicates that the strength of the model is in the moderate category.

b. Calculation of Original Sample Value and Hypothesis Testing

This section describes how the influence of the independent variable on the dependent variable is described according to the path in the model image that has been tested. The tests carried out show the direct effect of the variable individual t employee engagement (X1) and work motivation (X2) on learning agility (Z) and performance (Y) and how the indirect effect of employee engagement (X1) and work

motivation (X2) on performance (Y) through learning agility (Z). The level of significance of the influence between variables is done by comparing the T statistic with the T table. According to Ghozali (2014) if the significance level used is 5%, the relationship between variables is said to have a significant effect if the T statistic value > 1.97 and P value < 0.05. The results of data processing using smart-PLS software show the following results:

Table 7. Original sample values direct and indirect effects

	Original Sample (O)	Sample Mean (M)	T Statistics (O/STDEV)	P value	Results
X1(Engagement) -> Y(Performance)	0.092	0.101	1.039	0.3	H0 accepted
X1(Engagement) -> Z(Learning agility)	0.367	0.370	4.134	0.00	H0 rejected
X2(work motivation) -> Y(Performance)	0.202	0.190	2.014	0.045	H0 rejected
X2(work motivation) -> Z(Learning agility)	0.457	0.460	5.843	0.00	H0 rejected
Z(Learning agility) -> Y(Performance)	0.560	0.564	5.387	0.00	H0 rejected
X1(Engagement) -> Z(Learning agility) -> Y(Performance)	0.206	0.209	0.209 3,495	3.495 0.01	H0 rejected
X2(work motivation) -> Z(Learning agility) -> Y(Performance)	0.256	0.260	3,431	0.01	H0 rejected

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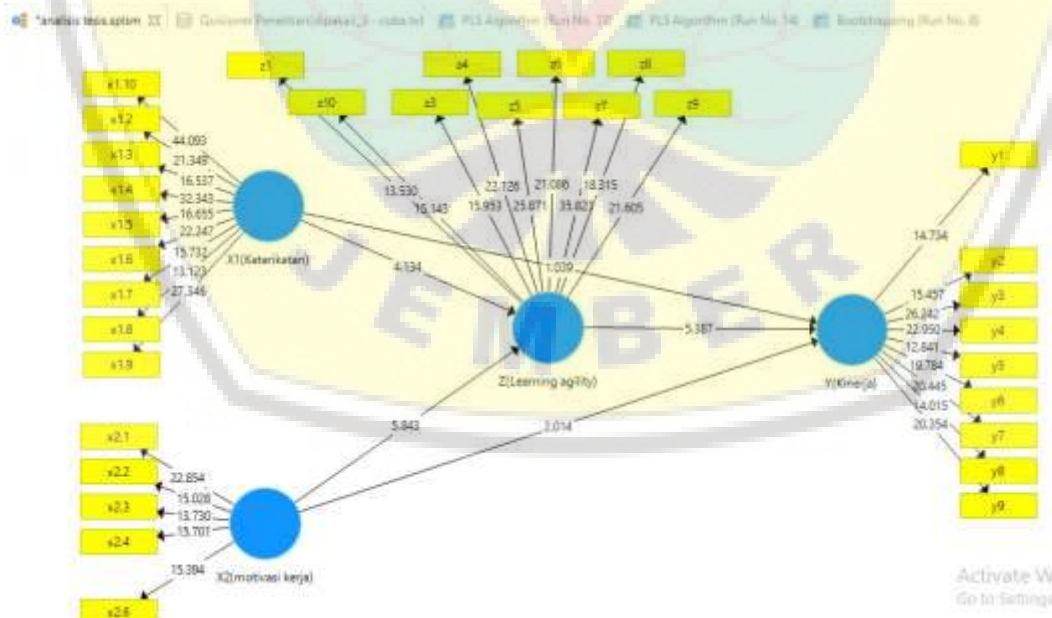


Figure 3. Botstrapping model results using smart PLS

Based on table 6

1. Hypothesis 1: Employee Engagement affects Performance
Based on table 4.13 the value of t-count is 1.039 with the Original sample of 0.092. The T Statistics value is 1.039, which is smaller than the t-table 1.97 and the Original sample value is 0.092 and is still positive, indicating that employee engagement directly has a positive but not significant effect on performance. When employee engagement increases by 1 unit, it will only increase employee performance by 9.2%. Based on the observations of researchers, the lack of experience and knowledge of employees in facing new challenges today, such as changes in the type of coal that do not meet specifications and other policies that follow it, make it difficult for employees to achieve performance targets. This is what makes performance not increase significantly even though employee engagement increases.
2. Hypothesis 2: Work motivation affects performance
Based on table 4.13 the value of T Statistics is 2.014 with an Original sample of 0.202. The T Statistics value is 2.014 which is greater than the t-table 1.97 and the Original sample is 0.202 indicating that employee engagement directly has a significant effect on performance. Thus, when work motivation increases by 1 unit, it will increase employee performance by 20.2%.
3. Hypothesis 3: Work motivation affects learning agility
Based on table 4.13 the value of t-count is 5.843 with the Original sample of 0.457. The T Statistics value is 5.843 which is greater than the t-table 1.97 and the Original sample is 0.457, indicating that work motivation directly has a significant effect on learning agility. Thus, when work motivation increases by 1 unit, it will significantly increase employee learning agility, which is 45.7%.
4. Hypothesis 4: Employee engagement affects learning agility
Based on table 4.13 the value of t-count is 4.135 with the Original sample of 0.367. The T Statistics value of 4.135 which is greater than the t-table of 1.97 and the Original sample of 0.306 indicate that employee engagement directly has a significant effect on learning agility. Thus, when employee engagement increases by 1 unit, it will significantly increase employee performance, which is 36.7%.
5. Hypothesis 5; Learning agility affects performance
Based on table 4.13 the value of t-count is 5.387 with the Original sample of 0.560. The T Statistics value of 5.387 which is greater than the t-table of 1.97 and the Original sample of 0.560 indicate that employee engagement directly has a significant effect on learning agility. Thus, when employee engagement increases by 1 unit, it will significantly increase employee performance by 56%.
6. Hypothesis 6: Employee engagement affects performance through learning agility as an intervening variable
Based on table 4.13 the value of T Statistics is 3.495 with an Original sample of 0.206. The T Statistics value is 3,495 which is greater than the t-table 1.97 and the Original sample is 0.206, indicating that employee engagement has an indirect significant effect on performance through learning agility as an intervening variable. Thus, with an Original sample value of 0.206, learning agility is able to mediate the relationship between employee engagement and performance
7. Hypothesis 7: Work motivation affects performance through learning agility as an intervening variable
Based on table 4.13 the value of t-count is 3.431 with an Original sample of 0.256. The T Statistics value is 3,431 which is greater than the t-table 1.97 and the Original sample is 0.256, indicating that work motivation indirectly has a significant effect on

performance through learning agility as an intervening variable. Thus, with an Original sample value of 0.256, learning agility is able to mediate the relationship between employee engagement and performance

V. Conclusion

After doing data processing and analysis, the following conclusions were obtained.

1. Employee engagement has a positive but not significant effect on employee performance at PT. POMI is due to the limited experience and knowledge of employees in dealing with new challenges that have emerged in the last 3 years and have never been experienced before.
2. Work motivation has a positive effect on the performance of employees of PT. POMI. Increasing employee motivation at PT. POMI will significantly improve employee performance.
3. Work motivation has a significant effect on learning agility, increasing employee motivation at PT. POMI will significantly improve employee learning agility
4. Employee engagement has a significant effect on learning agility, Increased employee engagement at PT. POMI will significantly improve employee learning agility.
5. Learning agility significant effect on performance, indicating that the increase in employee learning agility at PT. POMI will significantly affect employee performance.
6. Employee engagement has a significant effect on performance through learning agility as an intervening variable, indicating that when employee engagement increases and is followed by increased learning agility, employee performance will significantly increase.
7. Work motivation has a significant effect on performance through learning agility, indicating that when employee engagement increases and is followed by increased employee learning agility, employee performance will significantly increase.

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