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## The Effect of Self Efficacy, Job Crafting, and Employee Engagement on Organizational Performance of PLN Aceh: Worker Performance as Intervening Variable

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### Abstract

This study was conducted to determine and examine the analysis of the influence of self efficacy, job crafting, and engagement, on the performance of PT. The State Electricity Company (Persero) for the Aceh Region (PLN Aceh) with worker performance as an intervening variable. The population was all workers of PLN Aceh, totaling 206 people. Considering that the population was relatively small, all population members were used as respondents. The data analysis technique used was Structural Equation Modeling (SEM) through SPSS-AMOS software. The test results reveal that the variables of Self efficacy, Job Crafting, Engagement, Worker performance, PLN Aceh performance are good; Self efficacy, Job Crafting, Engagement significantly affect worker performance; Self efficacy, Job Crafting, Engagement, and worker performance significantly affect PLN Aceh performance; and worker performance mediates the effect of Self efficacy, Job Crafting, and Engagement on PLN Aceh performance. Thus, the worker performance in this study proved to act as a partial mediator. Then these all findings answer that the PLN Aceh performance improvement model is a function of increasing Self efficacy, increasing Job Crafting, strengthening Engagement, and increasing Worker performance.

**Keywords:** Self efficacy, Job Crafting, Employee Engagement, Worker performance, Organizational Performance

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### 1. Introduction

As a State-Owned Enterprise, the State Electricity Company (PLN) is the only company that provides electricity in Indonesia. Therefore, a very good performance is very important to be displayed by PLN in meeting the needs of the community in the electricity sector, especially nowadays almost all of the needs of people's lives depend on electricity. This hope has not been fully displayed by PLN where there are still many complaints experienced by the community, especially in the Aceh Province, where one of the complaints that are most often raised by the community is the frequent blackouts carried out by PLN so that this has hampered the community in fighting for the economy them. Another complaint is the high electricity bill made by PLN which is caused by the error of officers in recording

electricity usage by people who still use postpaid electricity meters. For prepaid customers, there are also complaints about electricity tokens where the token price they pay does not match the amount of electricity quota they receive. Apart from that, many people complain about the slow response of PLN officers in responding to electricity damage in the field, for example, the breaking of power lines due to falling trees, falling power poles caused by high rainfall. These matters are very important for PLN to immediately respond to because apart from being an obstacle to the community's economy, it also poses a threat to life.

These phenomena indicate that the performance of PLN in the Aceh region (PLN Aceh) still does not meet the needs of the community as a whole and a thorough evaluation needs to be carried out to improve their performance. Especially considering that PLN (Persero) is the only company engaged in providing electricity in Indonesia, which apart from the community's economy, the regional economy is also very dependent on PLN. Therefore, it is very necessary for all workers to always work professionally. This is as stated in Law No. 25/2009 concerning public services, where the law states that public service providers must be able to pay attention to community needs and environmental conditions.

Workers are the brain and heart of an organization, where the sustainability and success of an organization cannot be separated from the role of workers in it. Therefore, workers in an organization must always be maximal and professional in their work. Every organization needs to evaluate every work produced by its workers so that the vision, mission, and goals of the organization can be achieved. Apart from performance, it is also important for organizations to pay attention to and grow the factors that affect worker performance so that with this they will be able to further improve the results of the organizational performance.

Based on reports obtained from PLN Aceh, it is known that the performance of PLN workers from 2018 to 2020 has produced good scores, but the average figures obtained tend to show fluctuating numbers. The inconsistent and not increasing performance of PLN workers is because the area accommodated by workers is not proportional to the number of workers owned by PLN itself. The wider the scope of work area and the need for electrical energy in Aceh, the higher the duration of work and the achievement of performance that must be obtained by workers. Apart from that, the fluctuations in the performance of PLN workers are certainly caused by many factors, including self efficacy, job crafting, Engagement.

## **2. Literature Study**

### **Organizational Performance**

Organizational performance in this research will often be referred to as PLN Aceh Performance. (Steers, 2013) states organizational performance is a level that shows how far the actual implementation of tasks can be carried out and the organization's mission is achieved. Meanwhile, (Robbins & Judge, 2017) states organizational performance is a description of the level of achievement of the implementation of an activity/program/policy in realizing the goals, objectives, mission, and vision of the organization contained in the strategic planning of an organization. (Dwiyanto, 2012) also mentioned that measuring

organizational performance can be done using indicators such as: 1) productivity, 2) service quality, 3) responsiveness, 4) responsibility, 5) Accountability.

### **Worker performance**

Worker performance in this research is called the same as employee performance. Workers in an organization have duties and responsibilities according to the main tasks and functions to realize what the organization has planned. The fundamental problem in improving performance is the limited number of reliable and operational staff so that efforts to improve the quality of human resources can be met if workers have managerial and operational skills. Worker performance in terms of good and bad is the extent to which workers can complete the tasks, authorities, and responsibilities assigned to them to achieve the goals of the organization. (Hasibuan, 2016), (Rivai & Sagala, 2014), and (Mangkunegara, 2010) state that performance is the result of work in quality and quantity achieved by a worker. Government regulation through "Permenpan RB No 38/2017" states that measuring worker performance can be measured using indicators such as: 1) integrity, 2) cooperation, 3) communication, 4) result orientation, 5) public service, 6) self-development 7) change management, and 8) decision making.

### **Self efficacy**

Self efficacy is a person's belief that he can master the situation and produce positive outcomes (Santrock, 2017); (Schunk, 1989). (Bandura, 1993) said that self efficacy is belief in oneself in taking an action to deal with a situation to obtain the expected results. (Baron, Branscombe, & Byrne, 2009) and (Kreitner & Kinicki, 2014) state Self efficacy is a person's belief in his chances of completing a specific task well. (Baron et al., 2009) states that self efficacy can be measured using indicators in the form of 1. Convinced that he can complete certain tasks, 2. Confidence that he can motivate himself to do what is needed to complete the task, 3. Convinced that he can try hard, be persistent, and persevere, 4. Confident that you can survive in the face of difficulties and obstacles

### **Job Crafting**

Job crafting is a form of change that workers make on their initiative to balance demands and resources at work (Tims, Bakker, & Derks, 2012); (Petrou, Demerouti, & Schaufeli, 2015). (Tims et al., 2012), (Slemp & Vella-Brodrick, 2014), and (Wrzesniewski & Dutton, 2001) revealed that job crafting is a form of change made by employees both physically and cognitively that proactively shapes work experiences and is not passive in responding to the work environment. Thus, job crafting is a proactive step and action to redesign what we do at work. Job crafting can be measured using indicators in the form of (Tims et al., 2012) : 1) Develop skills, 2) New skills, 3) Avoid making difficult decisions, 4) Suggestions and input from colleagues, 5) Opportunities to do new jobs, 6) Make a job more challenging

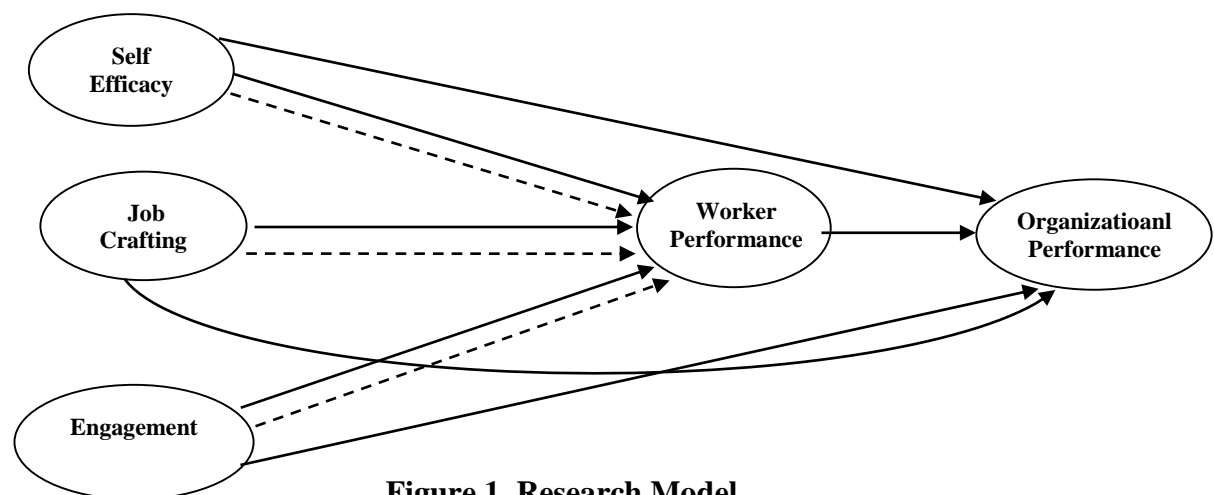
### **Employee Engagement**

In this research, employee engagement will be often mentioned as just engagement. Engagement is the level when employees are willing to work and be directly involved in their work and mobilize all their abilities for the job (Brunetto, Shacklock, Teo, & Farr-Wharton, 2014) ; (Ravichandran, Arasu, & Kumar, 2011) ; (Sarangi & Vats, 2015); (Albrecht, 2010). (Schaufeli, Bakker, & Salanova, 2006) revealed that Engagement brings employees to a state of positive self-fulfillment, thereby fostering a sense of belonging, and ultimately employees will find it difficult to break away from work. The high emotional connection that an employee feels towards his organization influences him to exert more free and greater effort for his work (Risher, 2014); (Macey & Schneider, 2008); (Cooper-Thomas, Xu, & Saks, 2018).

Engagement can be measured using indicators by (Pandey & David, 2013): 1) Opportunities for employees to develop in terms of skills and techniques, 2) Balance at work, 3) Relationships between superiors and subordinates, 4) Availability of physical resources that can support employees, 5) Rewards and recognition, 6) Policies that clear and open communication between lines, 7) Policies regarding fair wages or compensation, 8) Availability of job training that can support capacity building, 9) Clarity about the work of each available position, 10) Pride during work

### Research Model and Hypotheses

From the explanation of the phenomenon and related previous theoretical studies, the authors formulate the research model and hypotheses as follows.



**Figure 1. Research Model**

- H1 Self efficacy, Job Crafting, Engagement, Worker performance, and PLN Aceh performance have been going well.
- H2 Self efficacy affects Worker performance.
- H3 Job Crafting affects Worker performance.
- H4 Engagement affects Worker performance.
- H5 Self efficacy affects PLN Aceh performance.

- H6 Job Crafting affects PLN Aceh performance.
- H7 Engagement affects PLN Aceh performance.
- H8 Worker performance affects performance of PLN Aceh
- H9 Self efficacy affects PLN Aceh performance through Worker performance
- H10 Job Crafting affects PLN Aceh performance through Worker performance
- H11 Engagement affects PLN Aceh performance through Worker performance

### 3. Method

The study was conducted at PLN Aceh, Indonesia. The object used was the variable X (independent), namely Self efficacy, Job Crafting, and Engagement, Variable Z (dependent) was organizational performance, and worker performance as variable Y (mediation). This study used a total population of 206 workers of PLN Aceh. Considering the relatively small population, all population members were used as respondents (census). The number of employees who become the sample was as follows.

**Table 1. Number of Employees by Field/Division of PLN Aceh until 2022**

No.	Work unit	Number of Workers
1.	Distribution	79
2.	Commerce	47
3.	Finance and General Communication	28
4.	Planning	52
Amount		206

Source: Human Resources PT PLN (Persero) Aceh Region, (2021)

The data were analyzed through Structural Equation Modeling (SEM) with the help of SPSS-AMOS. This study used SEM because the development of this research model has variables that connect exogenous and endogenous. The connecting variable was organizational commitment. While the exogenous variables were self efficacy, job crafting, and Engagement, the endogenous variables were organizational performance and the mediating variable was worker performance.

### 4. Result

#### Descriptive Hypothesis Test

Based on the results of respondents' perceptions, it is known that the conditions of each variable are as follows.

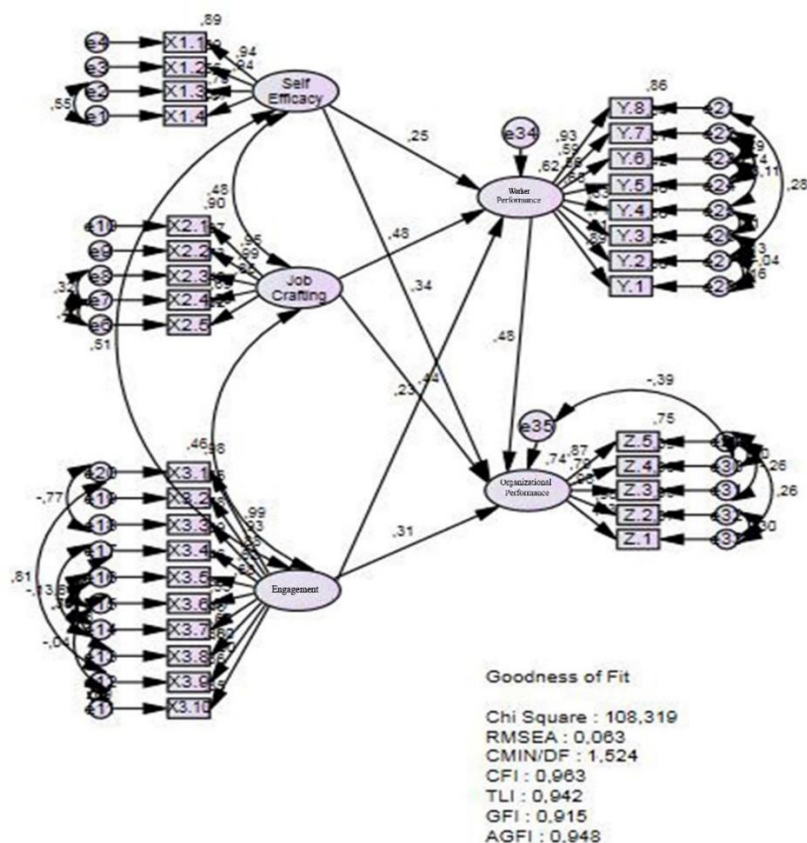
**Table 2. Descriptive Test Result**

No	Variable	Average	Significance
1.	Self efficacy (X <sub>1</sub> )	4.46	0.000
2.	Job Crafting (X <sub>2</sub> )	4.40	0.000
3.	Engagement (X <sub>3</sub> )	4.40	0.000
4.	Organizational Performance (Z)	4.21	0.000
5.	Worker performance (Y)	4.63	0.000
Average		4.42	0.000

The table above explains that the condition of each variable in this study is very good which can be seen from the acquisition of the average value for all variables of  $4.42 > 3.40$  and a significance value of  $0.000 > 0.05$ .

**Direct Effect Hypothesis Test**

The structural model of this research is presented as follows.



**Figure 2. Structural Model Result**

Figure 2 shows the influence between variables, which is explained below.

**Table 3. Regression Weight**

			Estimate	S.E.	C.R.	P
Worker_Performance	<---	Self_Efficacy	0.255	0.126	3.853	***
Worker_Performance	<---	Job_Crafting	0.476	0.124	6.228	***
Worker_Performance	<---	Engagement	0.228	0.071	3.715	***
Org_Performance	<---	Self_Efficacy	0.338	0.086	5.666	***
Org_Performance	<---	Job_Crafting	0.443	0.087	6.256	***
Org_Performance	<---	Engagement	0.307	0.047	5.706	***
Org_Performance	<---	Worker_Performance	0.484	0.046	6.415	***

Table 3 formulates the statistical equations (1) and (2) as follows:

Worker performance = 0.255 Self efficacy + 0.476 Job Crafting + 0.228 Engagement

Organizational Performance = 0.338 Self efficacy + 0.443 Job Crafting + 0.307 Engagement  
+ 0.484 Worker performance

From the results of the direct influence test in table 3, then it can be explained as follows.

#### **The Role of Self efficacy on Worker performance**

The results reveal that self efficacy affects worker performance. The test resulted in a CR 3.853 and a p-value 0.000. The magnitude of the coefficient is 0.255 or 25.5%. This indicates that the better the self efficacy will have the effect of increasing worker performance. (Joushan, Syamsun, & Kartika, 2015) and (Natalia & Rosiana, 2017) in their research also concluded that Engagement affects worker performance and turnover intention.

#### **The Role of Job Crafting on Worker performance**

The results reveal that Job Crafting affects Worker performance. The test resulted in a CR 6.228 and a p-value 0.000. The magnitude of the coefficient is 0.476 or 47.6%. This indicates that better Job Crafting will affect increasing worker performance. (Albana, 2019) and (Afifah, 2020) in their research also concluded that job crafting significantly affects worker performance.

#### **The Role of Engagement on Worker performance**

The results reveal that Engagement affects Worker performance. The test resulted in a CR 3.715 and a p-value 0.000. The magnitude of the coefficient is 0.228 or 22.8%. This indicates that the better Engagement will have an impact on increasing worker performance. (Joushan et al., 2015) and (Natalia & Rosiana, 2017) through their research also concluded that Engagement affects worker performance and turnover intention.

#### **The Role of Self efficacy on PLN Aceh Performance**

The results reveal that Engagement affects Worker performance. The test resulted in CR 5.666 and p-value 0.000. The magnitude of the coefficient is 0.338 or 33.8%. This indicates that the better Engagement will have an impact on increasing worker performance. (Rimper & Kawet, 2014) through their research also concluded that career planning and self efficacy together affect organizational performance.

### **The Role of Job Crafting on PLN Aceh Performance**

The results reveal that Job Crafting affects PLN Aceh performance. The test resulted in CR 5.706 and p-value 0.000. The magnitude of the coefficient is 0.307 or 30.7%. This indicates that the better Job Crafting will affect increasing PLN Aceh performance. (Angela & Sudibjo, 2020) through their research also concluded that job crafting affects organizational performance

### **The Role of Engagement on PLN Aceh Performance**

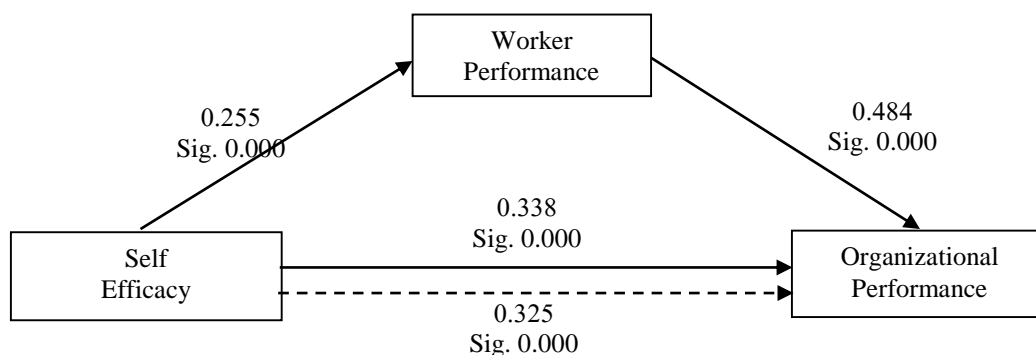
The results reveal that Engagement affects PLN Aceh performance. The test resulted in CR 6.256 and p-value 0.000. The magnitude of the coefficient is 0.443 or 44.3%. This indicates that the better Engagement will affect increasing PLN Aceh performance. (Agusniwar, Azis, & Darsono, 2017) and (Fachreza, Musnadi, & Shabri, 2018) through their research also concluded that work engagement affects organizational performance.

### **The Role of Worker performance on PLN Aceh Performance**

The results reveal that worker performance affects PLN Aceh performance. The test resulted in a CR 6.415 and p-value 0.000. The magnitude of the coefficient is 0.484 or 48.4%. This indicates that the better the worker performance will affect increasing PLN Aceh performance. Rentelimbong (2016) and Akhmad (2019) through their research also concluded that Engagement, perceived organizational support, and employee empowerment affects organizational performance.

### **Indirect Effect Hypothesis Test**

#### **Worker performance mediates the Effect of Self efficacy on PLN Aceh performance**



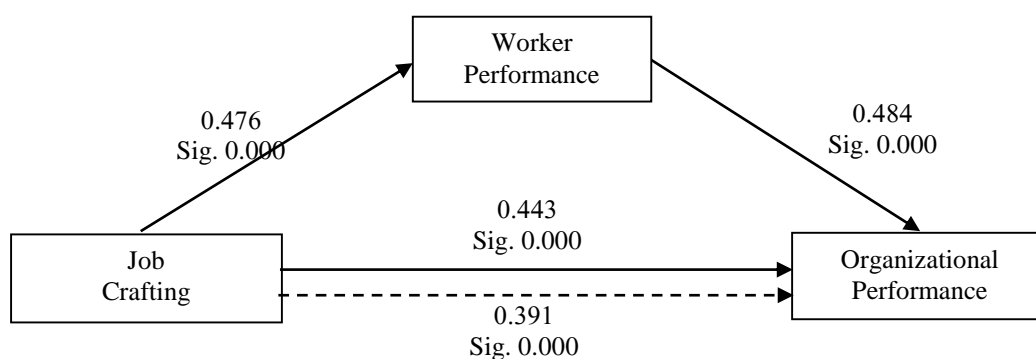
**Figure 3. Testing the Mediation Effect of Self efficacy on PLN Aceh Performance Through Worker performance**



Based on Figure 3, the path coefficient for Self efficacy to Worker performance is obtained, the path coefficient value is 0.255; while the path coefficient of Worker performance to PLN Aceh performance is 0.484. The coefficient of the path of Self efficacy to PLN Aceh performance has obtained a value of 0.388. Because the direct effect of self efficacy on worker performance is significant at 5%, the effect of self efficacy on organizational commitment is significant at 5%, and the effect of worker performance on PLN Aceh performance is also significant at 5%, it can be concluded that worker performance acts as a variable that mediates the relationship between Self efficacy on PLN Aceh performance. The mediating role played by Worker performance is partially mediating. Partially mediating contains the definition that the Self efficacy variable can directly influence the PLN Aceh performance variable without going through the Worker performance variable first.

As explained earlier, self efficacy can affect PLN Aceh performance. Empirically the functional relationship between the two variables has been strengthened by Noviawati (2016) with her research concluding that self efficacy affects worker performance and motivation mediates the effect of self efficacy on worker performance. (Rimper & Kawet, 2014) conducted their research which concluded that career planning and self efficacy together affect the PLN Aceh performance of PLN (Persero) Manado Area. Furthermore, the influence of worker performance on PLN Aceh performance can be seen in the research conducted by Berliana and Arsanti (2018) which concludes that Self efficacy, Capability, and Work Environment affect Worker performance. Likewise, PLN Aceh performance, Self efficacy, Capabilities, and Work Environment affect PLN Aceh performance. Worker performance is proven to partially mediate the effect of Self efficacy, Capability, and Work Environment on PLN Aceh performance.

#### **Worker performance Mediates the Effect of Job Crafting on PLN Aceh Performance**



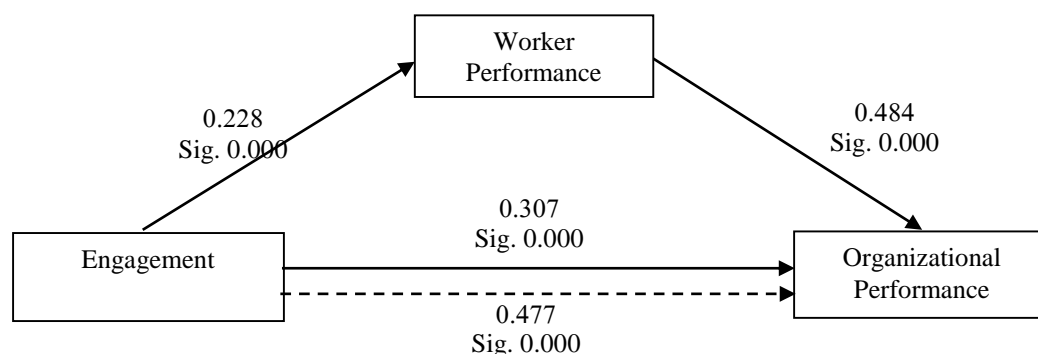
**Figure 4. Testing the Mediation Effect of Job Crafting on PLN Aceh Performance Through Worker performance**

Based on Figure 4, the path coefficient of Job Crafting to Worker performance is obtained, the path coefficient value is 0.476; while the path coefficient of Worker performance to PLN Aceh performance is 0.484. The coefficient of the path of Self efficacy to PLN Aceh performance obtained a value of 0.443. Because the direct effect of self efficacy on worker performance is significant at 5%, the effect of self efficacy on worker performance

is significant at 5%, and the effect of worker performance on PLN Aceh performance is also significant at 5%, it can be concluded that worker performance acts as a variable that mediates the effect Self efficacy on PLN Aceh performance. The mediating role played by Worker performance is partially mediating. Partially mediating contains the definition that the Self efficacy variable can directly influence the PLN Aceh performance variable without going through the Worker performance variable first.

Setyawati and Nugrohoseno (2019), both conducted a study that concluded that Job Crafting and Work Engagement have been shown to affect PLN Aceh performance. Furthermore, the Practices of Human Resources, Job Crafting, and Work Engagement affect Worker performance. Worker performance mediates the effect of Human Resource Practices, Job Crafting, and Work Engagement on PLN Aceh performance. The effect of job crafting on PLN Aceh performance can occur directly (directly) or indirectly (indirectly) through worker performance. This rationale is supported by empirical literature based on the previous research of (Albana, 2019) and (Octorini et.al., 2021) concluded that job crafting affects work engagement, work-life balance and job crafting simultaneously affects the performance of the organization through organizational commitment.

### Worker performance Mediates the Effect of Engagement on PLN Aceh Performance



**Figure 5. Testing the Mediation Effect of Engagement on PLN Aceh Performance Through Worker performance**

Based on Figure 5, the path coefficient of Engagement to Worker performance is obtained, the path coefficient value is 0.228; while the path coefficient of Worker performance to PLN Aceh performance is 0.484. The coefficient of Engagement to PLN Aceh performance is obtained by a value of 0.307. Because the direct influence between Engagement and Worker performance is significant at 5%, the effect of Engagement on Worker performance is significant at 5%, and the influence of Worker performance on PLN Aceh performance is also significant at 5%, it can be concluded that Worker performance acts as a variable that mediates the relationship between Engagements on PLN Aceh performance. The mediating role played by Worker performance is partially mediating. Partially mediating contains the definition that the Engagement variable can directly influence the PLN Aceh performance variable without going through the Worker performance variable first.

Muliawan et.al. (2017) and Akhmad (2019) through their research also conclude that Engagement, perceived organizational support, and employee empowerment affects organizational performance. Natalia and Rosiana (2017) conducted a study that concluded that Engagement affects worker performance and turnover intention. However, the turnover intention has a negative and significant effect on worker performance.

## 5. Conclusion

The results of descriptive hypothesis testing revealed that the variables of Self efficacy, Job Crafting, Engagement, Worker performance, PLN Aceh performance were good. It is known from the acquisition of the mean value of all variables is greater than 3.40 and the significance value is less than 0.05. The results of testing the direct influence hypothesis, reveal that Self efficacy, Job Crafting, Engagement significantly affect worker performance; and, Self efficacy, Job Crafting, Engagement, and worker performance significantly affect PLN Aceh performance. The results of testing the indirect effect hypothesis, explain that worker performance mediates the effect of Self efficacy, Job Crafting, Engagement on PLN Aceh performance. Thus, the performance of workers in this study proved to act as a partial mediator. Then these all findings answer that the PLN Aceh performance improvement model is a function of increasing Self efficacy, increasing Job Crafting, strengthening Engagement, and increasing Worker performance. This model is proven academically, so it can be developed into models that are richer in concept by adding new variables. This model can also be a reference for practitioners, especially research subjects, namely PLN Aceh.

Several recommendations resulted from this research. Difficulties and obstacles in high work within PLN Aceh must be able to be passed by workers in a structured and planned manner in completing work. Job difficulties can be solved by mastering job skills in a structured manner by collecting various information and input that helps in completing work. Obstacles can be resolved by thorough planning to eliminate various potentials that can occur in the field. The leaders of PLN Aceh can use the variables in this research as a reference for company performance improvement.

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