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## The Effect of Self-efficiency, Work Environment, and Job Rotation on Employee Engagement and Their Impact on Employee Performance of Pt Pupuk Iskandar Muda

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### Abstract

This study aims to examine the effect of self-efficacy, work environment, and job rotation on employee engagement and their impact on employee performance of PT Pupuk Iskandar Muda (PIM). The population is all PIM employees, totaling 584 employees. Furthermore, to determine the sample, the researcher used a proportionate stratified random sampling technique so that a sample of 237 people was obtained. The research model was tested using SEM-AMOS. The results prove that self-efficacy, work environment, and job rotation affect employee engagement; Self-efficacy, work environment, job rotation, and employee engagement affect employee performance; and employee engagement mediates the effect of self-efficacy, work environment, and job rotation on employee performance. The test results of this model also explain that employee engagement is a partial mediator, this means that employee engagement can work as a mediator or not in the model. Then the results reveal that the model for improving the performance of PIM employees is a function of increasing self-efficacy, adjusting the work environment, the accuracy of job rotation patterns, and strengthening employee engagement.

**Keywords:** Self-efficacy, Work environment, Job Rotation, Employee Engagement, Employee Performance

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### 1. Introduction

PT Pupuk Iskandar Muda (PIM) is a subsidiary of PT Pupuk Indonesia. PIM has two units of urea and ammonia fertilizer factories, namely PIM-1 and PIM-2 factories. The PIM-1 plant has a production capacity of 330,000 tons of Ammonia per year and 570,000 tons of urea per year, while the PIM-2 plant has a production capacity of 396,000 tons of Ammonia and 570,000 tons of Urea per year. Indonesia requires urea fertilizer, in addition to subsidized urea fertilizer for the needs of the agricultural sector, the opportunity for non-subsidized urea fertilizer is also large. Based on data obtained from the 2021 Annual Report of Pupuk Indonesia Subsidiaries, it is known that from 2019 to 2021, PT PIM's performance shows that the Ammonia and Urea production achievement figures show fluctuating numbers. The achievements of Ammonia production from PT PIM are shown below.

**Table 1. Ammonia Production Performance of PT. Pupuk Indonesia 2019 to 2021**

Com pany	Ammonia								
	2019			2020			2021		
	Targ ets (tons)	Realiz ation (tons)	Achieve ment (%)	Targ ets (tons)	Realiz ation (tons)	Achieve ment (%)	Targ ets (tons)	Realiz ation (tons)	Achieve ment (%)
PG	1.006 .600	949.70 0	94	984	1.004	102	1.010 .000	949.70 0	94
PIM	265.0 00	216.11 3	82	180.0 00	243.40 2	135	265.0 00	216.11 3	82
PKC	590.0 00	580.05 0	98	576.0 00	562.45 8	98	580.0 50	590.00 0	98
PKT	2.660 .000	2.720.3 39	102	2.600 .000	2.800.0 00	108	2.646 .000	2.700.0 00	102
PSP	1.472 .000	1.440.1 79	98	1.015 .000	1.285.5 02	127	1.430 .908	1.400.0 0	98
<b>Average</b>			<b>94.9</b>			<b>113.8</b>			<b>94.8</b>

Source: Annual Report of Subsidiaries of Pupuk Indonesia 2021

Urea production achievement of PT. PIM from 2019 to 2021 as shown in table 2 below

**Table 2. Urea Production Performance of PT. Pupuk Indonesia 2019 to 2021**

Com pany	Urea								
	2019			2020			2021		
	Targ ets (tons)	Realiz ation (tons)	Achieve ment (%)	Targ ets (tons)	Realiz ation (tons)	Achieve ment (%)	Targ ets (tons)	Realiz ation (tons)	Achieve ment (%)
PG	447.0 00	564.49 0	126	1.010 .000	1.090.0 00	108	915.6 28	906.47 2	99
PIM	450.0 00	337.54 7	75	300.0 00	402.10 8	134	450.0 00	337.54 7	75
PKC	907.0 00	865.18 2	95	864.0 00	843.49 1	98	907.0 00	865.18 0	95
PKT	3.271 .000	3.411.2 81	104	3.200 .000	3.700.0 00	116	3.300 .000	3.400.0 00	104
PSP	2.034 .000	2.202.3 18	108	1.590 .000	2.051.7 01	129	2.030 .000	2.200.0 00	108
<b>Average</b>			<b>101.8</b>			<b>116.8</b>			<b>96.2</b>

Source: Annual Report of Subsidiaries of Pupuk Indonesia 2021

Information:

- PG : Petrokimia Gresik  
PIM : Pupuk Iskandar Muda  
PKC : Pupuk Kujang Cikampek  
PKT : Pupuk Kalimantan Timur  
PSP : Pupuk Sriwidjadja Palembang

Table 1 and Table 2 above, show the production achievements of PT. Pupuk Indonesia. From the two tables, it can be seen that the performance of PT. PIM is not optimal where the production achievement of the two products, PT PIM has the lowest achievement when compared to other companies. The low-performance achievement of PT. PIM is inseparable from the not maximal performance of its employees. In a dynamic organization, employee performance is one of the references for realizing the vision and mission that has been set.

Every organization expects the active participation of every employee in realizing all the goals that have been set together. Participation in the form of Employee Engagement is one of the fundamental factors in producing optimal employee performance. Employee Performance is the achievement of employee results in carrying out their duties. Many factors influence the non-optimal performance of PT. PIM where one of them is employee engagement, self-efficacy, work environment, and job rotation.

The reason behind the researcher taking this title is to complete various previous studies related to employee performance, employee engagement, self-efficacy, work environment, and job rotation. The differences found in this study from previous studies can be reviewed

by placing self-efficacy, work environment, and job rotation as independent variables while the mediating and dependent variables still use the same variables as in previous studies.

## **2. Literature**

### **Employee Performance**

(Bernardin & Russell, 2013) explain performance is a result achieved by employees in their work according to certain criteria that apply to a job. In this study, employee performance will also often be referred to as performance. (Landy & Conte, 2019) and (Kasmir, 2016) mentions that performance is the result of work and work behavior that has been achieved in completing their tasks within a certain period. Performance is how well a person performs a job, (Gilmore & Williams, 2013). (Bernardin & Russell, 2013) mentions that measuring employee performance can be done by using indicators in the form of (1) the results of completing an activity, (2) a lot of work being completed, (3) all work that has been completed on time, (4) costs incurred for operations become lower, effective, and (5) harmonious work relations.

### **Employee Engagement**

Employee engagement is the level of employees who are willing to work and be directly involved in their work and devote all their abilities to the job (Brunetto, Shacklock, Teo, & Farr-Wharton, 2014);(Pandey & David, 2013). Another concept of Employee Engagement is that the positive attitude that employees have toward the values and goals of the organization shows the employee's awareness of the business goals (Sarangi & Vats, 2015); (Sidhu, 2012). As for (Albrecht, 2010) and (Field & Buitendach, 2010) expressing Employee Engagement brings employees to a state of positive self-fulfillment, thereby fostering a sense of belonging. (Risher, 2010) and (Pandey & David, 2013) states that measuring employee engagement can be done using the following indicators: (1) opportunities for employees to develop, (2) work balance, (3) relationships between superiors and subordinates, (4) availability of supporting physical resources, (5) rewards and recognition, (6) clear policies and open communication between lines, (7) fair wages or compensation policies, (8) training that can support employees' abilities, (9) clarity regarding the work of each position, and (10) pride in working in a company.

### **Self-efficacy**

According to (Santrock, 2017) Self-efficacy is a person's belief that he or she can master the situation and produce positive outcomes. according to (Schunk, 1989) Self-efficacy influences employees in choosing their duties. (Baron, Branscombe, & Byrne, 2009) and (Kreitner & Kinicki, 2013) Self-efficacy is a person's belief in his chances of completing a specific task well. Self-efficacy will develop gradually and continuously as abilities increase and related experiences increase (Bandura, 1993). (Baron et al., 2009) states that measuring self-efficacy can be done using indicators in the form of (1) being sure that they can complete certain tasks, (2) believing they can motivate themselves to do what they do to

complete the task, (3) believing that they can work hard, persistently and diligently, (4) confident that he can survive in the face of difficulties and obstacles.

### Work environment

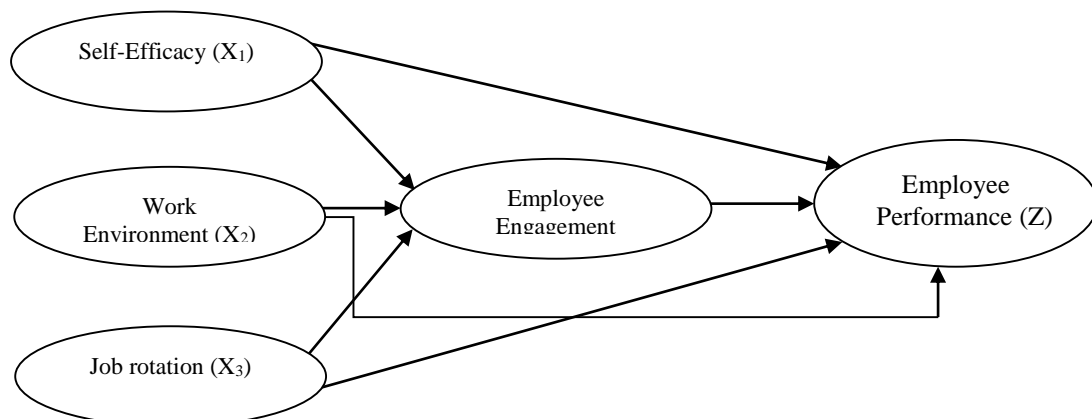
According to (Rivai & Sagala, 2014) and (Fitri, Salfadri, & Sunreni, 2017), The work environment consists of the natural environment, social environment, and cultural environment. according to (Casson, 2015) The work environment is something from the work environment that makes or complicates work. The definition of the work environment put forward (Hanaysha, 2016), and (Ahyari, 1990) in (Chanderson & Suprastha, 2020) that the work environment is related to everything that is around work and that can affect employees in carrying out their duties. (Hanaysha, 2016) states that measuring the work environment can be done by using indicators in the form of (1) supporting facilities to perform work tasks, (2) a clean and pleasant work environment, (3) being in a safe and peaceful condition, (4) a quiet work environment.

### Job rotation

(Robbins & Judge, 2017) and (Dessler & Angelica, 2016) provides a definition of job rotation in the form of a movement from one job to another that usually does not result in a change in salary or rank. (Hariandja, 2007) also stated that job rotation is the process of moving positions in work horizontally to overcome boredom at work, and increase employee knowledge and skills. Job rotation is often used by organizations to encourage effective teamwork, (Mondy, Noe, & Premeaux, 2016). The indicators for job rotation according to (Kaymaz, 2010) are (1) the level of work saturation of employees, (2) having additional knowledge, skills, and competencies, (3) preparation of management, (4) choosing the right work position that employees like, (5) developing social relations with fellow workers.

### Research Model and Hypotheses

The author formulates the study model framework and hypotheses as follows.



**Figure 1. Effects Between Variables**

H1: Self-efficacy affects employee engagement of PT Pupuk Iskandar Muda.

H2: Work Environment Affects Employee Engagement at PT Pupuk Iskandar Muda.

- H3: Job rotation affects employee engagement of PT Pupuk Iskandar Muda.  
 H4: Self-efficacy affects employee performance of PT Pupuk Iskandar Muda.  
 H5: Work Environment Affects Employee Performance of PT Pupuk Iskandar Muda.  
 H6: Job Rotation Affects Employee Performance of PT Pupuk Iskandar Muda.  
 H7: Employee Engagement Affects Employee Performance of PT Pupuk Iskandar Muda  
 H8: Self-efficacy affects employee performance through employee engagement of PT Pupuk Iskandar Muda  
 H9: Work Environment Affects Employee Performance through Employee Engagement of PT Pupuk Iskandar Muda  
 H10: Job Rotation Affects Employee Performance through Employee Engagement of PT Pupuk Iskandar Muda

### Research Novelty

Research related to employee performance, employee engagement, and the work environment has been previously conducted by (Pringgabayu & Dewi, 2018), However, this study has differences from theirs. Pringgabayu and Dewi (2018) in their research did not include independent variables in the form of self-efficacy, work environment, and job rotation while in this study they used them.

Furthermore, in terms of the object of research, in this research there are also differences, namely research conducted by (Pringgabayu & Dewi, 2018) is an insurance company in Indonesia, while this study takes the object of research at PT Pupuk Iskandar Muda. In addition, research (Pringgabayu & Dewi, 2018) used PLS to analyze a sample of 226 employees while this study used SEM-AMOS with a sample of 216 employees.

### 3. Method

This study was conducted on a PIM company in North Aceh District, Indonesia. The object used as X (exogenous), namely self-efficacy, work environment, and job rotation, the Y (endogenous) was Employee Performance and Z was Employee Engagement (mediation). The population was all employees of PT Pupuk Iskandar Muda totaling 584 employees. The researchers used proportionate stratified random sampling and proportional stratified random sampling to obtain a representative sample, so it was decided that the sample was the Main Directorate, the Operations and Production Directorate, and the Finance and General Directorate. The number of samples was determined through the Slovin formula and produces a sample of 237 people.

**Table 3. Sample**

No.	Division	Population	Sample	Percentage
1.	Main Directorate	51	21	8.86
2.	Directorate of Operations and production	276	112	47.26
3.	Directorate of Finance and General	257	104	43.88
<b>Amount</b>		<b>584</b>	<b>237</b>	<b>100</b>

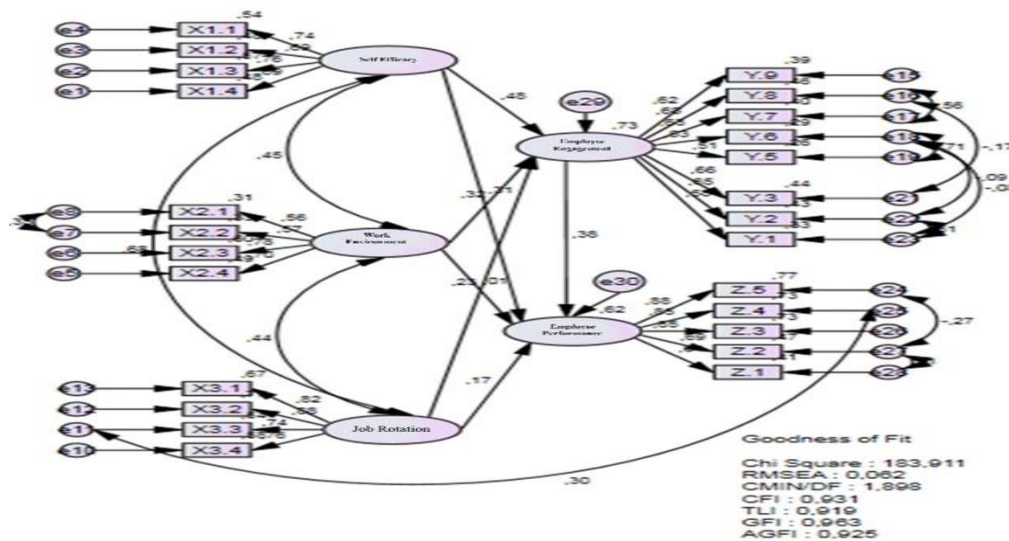
Source: HR Department of PT Pupuk Iskandar Muda (2021)

Data was collected by distributing questionnaires where the questionnaire using the Likert scale. Hypothesis testing was carried out using AMOS-SEM statistical equipment. Because this study needs to test the mediation effect, it also used the Sobel test Calculator to see the significance of the mediation effect in the model.

#### 4. Result

##### Direct Effect Hypothesis

The results of the model analysis are shown below.



**Figure 2. Structural Model**

The results of hypothesis testing are directly presented below.

**Table 4. Regression Weight**

		Estimate	S.E.	C.R.	P	Label
Employee Engagement	<--- Self Efficacy	.477	.092	4.637	***	
Employee Engagement	<--- Work Environment	.315	.056	4.025	***	
Employee Engagement	<--- Job rotation	.231	.075	2.625	.009	
Employee Performance	<--- Self Efficacy	.311	.126	2.750	.006	
Employee Performance	<--- Work Environment	.119	.072	4.115	.009	
Employee Performance	<--- Job rotation	.172	.089	2.069	.039	
Employee Performance	<--- Employee Engagement	.379	.177	2.673	.008	

The results of the SEM analysis in the table above forms the statistical equations that are:  
 Employee Engagement = 0.477 Self-efficacy + 0.315 Work Environment + 0.231 Job Rotation

$$\text{Employee Performance} = 0.311 \text{ Self-efficacy} + 0.119 \text{ Work Environment} + 0.172 \text{ Job rotation} + 0.379 \text{ Employee Engagement}$$

The table above shows the results of the direct effect hypothesis testing. The explanation is described below.

### **Self-Efficacy Effect on Engagement (H1)**

The results reveal that Self-Efficacy affects Employee Engagement. The test resulted in CR 4.637 with significance 0.000, and coefficient 0.477. This reveals that the better self-efficacy will have a good impact on increasing Employee Engagement. These results are following the research (Afdaliza, 2015) who concluded that there is a role for self-efficacy in job engagement. (Ardi, Astuti, & Sulisty, 2017) continued previous research with research conducted and concluded that self-efficacy affects Engagement and Performance.

### **Work Environment Effect on Engagement (H2)**

The results prove that the work environment affects employee engagement. The test resulted in CR 4.025 with significance 0.000, and coefficient 0.315. This explains that a better work environment will have good implications for increasing employee engagement. The relationship between the work environment and performance can be found in research conducted by (Luberta, 2019) who concluded that the work environment and organizational culture affect Employee Engagement.

### **Job Rotation Effect on Engagement (H3)**

The results reveal that Job Rotation affects Employee Engagement. The test resulted in CR 2.625 with significance 0.009, and coefficient 0.231. This illustrates that better job rotation will have good implications for increasing employee engagement. (Albrecht, 2010) mentions Engagement Employees will be involved physically, cognitively, and emotionally while showing their performance.

### **Self-Efficacy Effect on Performance (H4)**

The results explain that self-efficacy affects performance. The test resulted in CR 2.750 with significance 0.006, and coefficient 0.311. This reveals that the better self-efficacy will have good implications for improving performance. according to (Schunk, 1989) self-efficacy influences employees in choosing their duties.

### **Work Environment Effect on Performance (H5)**

The results reveal that the work environment affects performance. The test resulted in CR 4.115 with significance 0.009, and coefficient 0.119. This explains that a better work environment will have good implications for improving performance. The relationship between work environment and performance is also explained in the research (Rahmawanti, 2014) which concludes that the physical work environment and non-physical work environment have a significant effect on performance. (Kusumastuti, Kurniawati, Satria, & Wicaksono, 2019) also strengthens by concluding that the work environment affects performance mediated by job satisfaction.



**Job Rotation Effect on Performance (H6)**

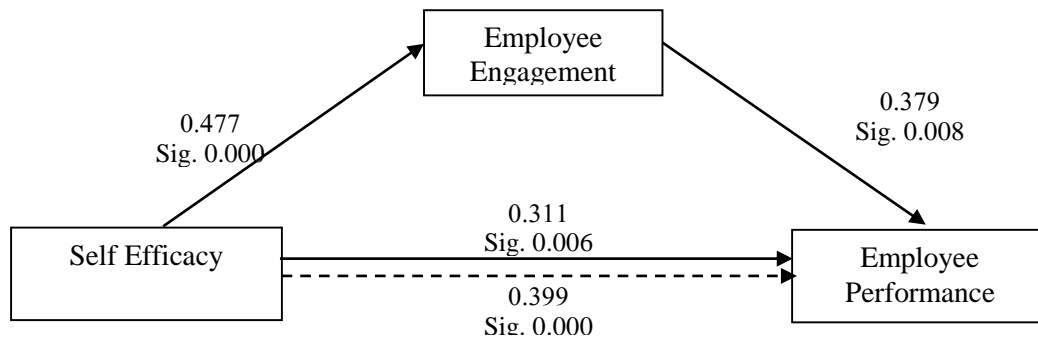
The results prove that job rotation affects performance. The test resulted in CR 2.069 with significance 0.039, and coefficient 0.172. This explains that the better job rotation will have good implications for improving performance. The relationship between the effect of job rotation and performance is in the research (Setiawan, 2011) with his research concluded that job rotation affects performance can be proven empirically.

**Engagement Effect on Performance (H7)**

The results illustrate that employee engagement affects performance. The test resulted in CR 2.673 with significance 0.008, and coefficient 0.379. This illustrates that better employee engagement will have good implications for improving performance.

**Indirect Effect Hypothesis**

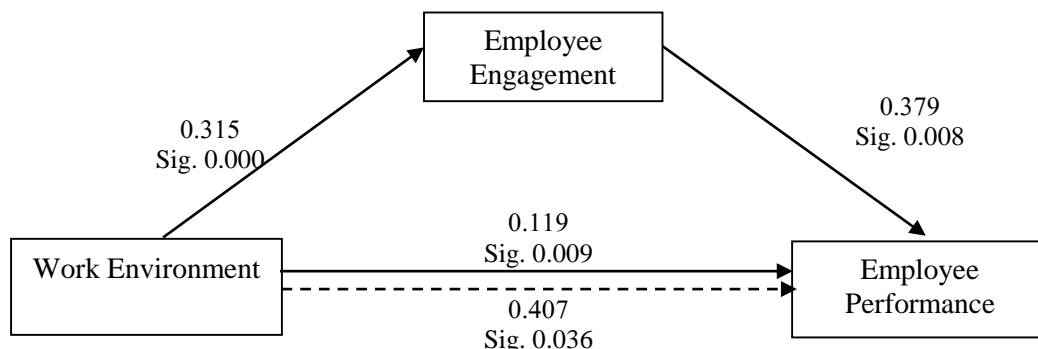
**Engagement Mediates the Self-Efficacy Effect on Performance (H8)**



**Figure 3. Mediation Effect of Hypothesis 8**

Based on Figure 3, the value of the path coefficient between self-efficacy and engagement is 0.477; while the path coefficient of engagement on performance is 0.379, and the path coefficient between self-efficacy and performance is 0.311. Since the direct effect between Self-Efficacy and Engagement is significant, the effect of Self-Efficacy on performance is significant, and the effect of Engagement on performance is also significant, it can be revealed that Performance acts as a mediator between Self-Efficacy on performance. The mediating role played by Engagement is partially mediating. Partially mediating contains the definition that the self-efficacy variable can directly influence the performance variable or through the Employee Engagement variable.

**Engagement Mediates the Work Environment Effect on Performance (H9)**



#### Figure 4. Mediation Effect of Hypothesis 9

Based on Figure 4, the value of the path coefficient between Work Environment and Engagement is 0.315; while the path coefficient of engagement on performance is 0.379, and the path coefficient between work environment and performance is 0.119. Because the direct effect between Work Environment and Engagement is significant, the effect of Engagement on performance is significant, and the effect of Work Environment on performance is also significant, it can be revealed that Employee Engagement acts as a mediator between Work Environment on performance. The mediating role played by Engagement is partially mediating. Partially mediating contains the definition that the Work Environment variable can directly influence the Performance variable or through the Employee Engagement variable.

#### Engagement Mediates the Job Rotation Effect on Performance (H10)

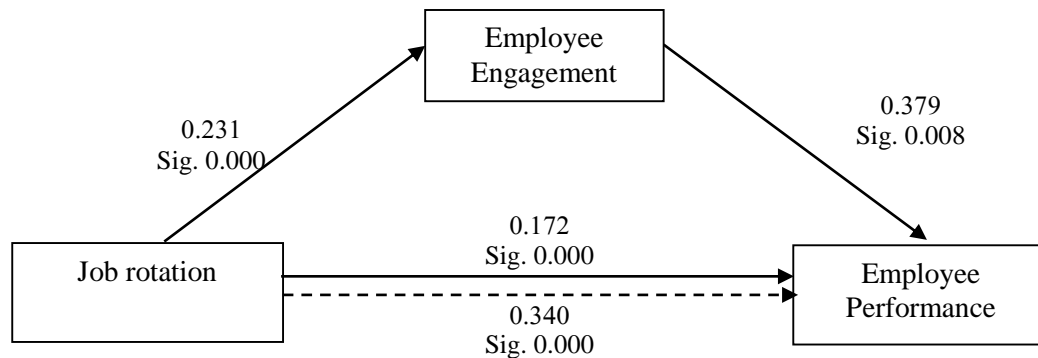


Figure 5. Mediation Effect of Hypothesis 10

Based on Figure 5, the value of the path coefficient between job rotation and engagement is 0.231; while the path coefficient of engagement on performance is 0.379, and the path coefficient between job rotation and performance is 0.172. Because the direct effect between Job Rotation and Engagement is significant, the effect of Engagement on performance is significant, and the effect of Job Rotation on performance is also significant, it reveals that Performance acts as a mediator between Engagements on performance. The mediating role played by Performance is partially mediating. Partially mediating contains the definition that the job rotation variable can directly influence the Performance variable or through the Employee Engagement variable.

## 5. Conclusion

The results prove that in PT. Pupuk Iskandar Muda, Self-efficacy affects employee engagement, Work Environment Affects Employee Engagement, Job rotation affects employee engagement, Self-efficacy affects employee performance, Work Environment Affects Employee Performance, Job Rotation Affects Employee Performance, Employee Engagement Affects Employee Performance, Self-efficacy affects employee performance through employee engagement, Work Environment Affects Employee Performance through Employee Engagement, and Job Rotation Affects Employee Performance through Employee

Engagement. The test results of this model also explain that employee engagement is a partial mediator, this means that employee engagement can work as a mediator or not in the model. Then the results reveal that the model for improving the performance of PT Pupuk Iskandar Muda employees is a function of increasing self-efficacy, adjusting the work environment, the accuracy of job rotation patterns, and strengthening employee engagement. These results contribute academically and practically, and for future researchers to develop this tested model by combining it with other variables. Specifically for research subjects, namely PT. Pupuk Iskandar Muda, its leaders can use this proven employee performance model as the basis for planning and making future company regulations.

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