



The Effects of Job Characteristics and Job Satisfaction on Work Performance With Employee Engagement as Mediator for Generation Y in The Indonesia Oil and Gas Industry

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Abstract

Fossil energy still plays as the main energy source in daily activities. The government of the Republic of Indonesia set a target to reach 1 million BOPD and 12 BSCFD in the year 2030 as part of strategic plan 4.0 which very challenging target for the oil and gas player in Indonesia. 55% of the total workforce in the upstream oil and gas in Indonesia are Gen Y and they intend to quit their job if there is any uncomfortable things happened (Arora & Dhole, 2019). This will be a challenge for HR management to retain talent in the upstream oil and gas industry. The questionnaire, designed as a self-reported survey, was distributed to employees of the Oil and Gas Industry. Data processing uses SEM Methodology. It tests 300 response by using a data questionnaire. It test 300 response by using a data questionnaire and Lisrel 8.8 was used to analyze the data. The finding proposes the positive effect between Job Characteristics, Job Satisfaction, Employee engagement, and Job Performance. The positive effect was also found on Employee Engagement as the mediator amid Job Characteristics, Job Satisfaction, and Job Performance. This paper will provide reference and practical benefits for Human Management to support the achievement of oil & gas strategic plan 4.0 in 2023.

Keywords: Job Characteristic, Employee Engagement, Performance, Job Satisfaction

INTRODUCTION

The Government of the Republic of Indonesia has set a target of 1 barrel per day (BPH) of oil and 12 thousand million cubic feet per day (MMSCFD) of gas production in 2030. Human Resource Management (HR) is an important element that can be considered as an enabler to ensure the sustainability of the Company's business operational activities are stable so that it is expected to be able to support the Government of Indonesia in achieving the national oil and gas production target. Production Sharing Contract (PSC) shall ensure the availability of professional Human Capital who has integrity through synergies among oil & gas players in Indonesia to realize strategic Plan 4.0 including as a center of excellence.

Based on data presented by Special Task Force for Upstream Oil and Gas Business (SKK Migas) in the 2022 Indonesia HR Summit, there is a 55% Generation Y workforce in Indonesia's Upstream Oil & Gas industry. Meanwhile, in the 2022 Global Workforce – Hope and Fears Survey conducted by PricewaterhouseCoopers (PWC), 23% of respondents of Generation Y are willing to find a job in the new company within the next 12 months, therefore it would potentially impact the organization stabilization.

Based on the 2022 Chief Strategy Survey conducted by Deloitte in March 2022, 77% of Chief Strategy Officers are optimistic about their company's performance. This is also related to the contribution of employees' performance in the Company. The topic of work performance is perhaps the most important and studied variable in industrial management and organizational behavior (Carpini, Parker, and Griffin, 2017 as cited by Cabarcos, Rodríguez, and Piñeiro, 2022). Engagement is considered as a motivation where employees have the desire to complete their work and organizational tasks and this target can be achieved if the engagement has an impact on improving employee performance (Bakertiz and Myloni, 2020). Work performance consists of 3 (three) dimensions: task performance,

contextual performance, and counterproductive behavior (Bakertiz dan Myloni, 2022).

Several factors can influence the engagement between the Employee and the organization, including Job Satisfaction and Job Characteristics. Job Satisfaction is known to sharpen Employee Engagement and successfully tested as an antecedent of Engagement (Anitha, 2014). Meanwhile, Job Characteristics attached to a job, where it has components that can lead to a complete understanding of how to complete the work, a sense of responsibility, a sense of concern for work, and politeness norms that have positive value for Employees for further influence Employee Engagement (Hackman & Oldham, 1974 as quoted by Adiarani, 2019). Furthermore, empirical research shows that organizations that want to retain their talent shall increase employee work engagement (Sousa, Ramos, Carvalho, 2021).

Based on data presented by Special Task Force for Upstream Oil and Gas Business (SKK Migas) in the 2022 Indonesia HR Summit, there is a 55% Generation Y workforce in Indonesia's Upstream Oil & Gas industry. Meanwhile, in the 2022 Global Workforce – Hope and Fears Survey conducted by PricewaterhouseCoopers (PWC), 23% of respondents of Generation Y are willing to find a job in the new company within the next 12 months, therefore it would potentially impact the organization stabilization. Gen Y is expected to have the responsibility to accept, adopt and develop oil and gas technology as explained by the Director General of Oil and Gas at the Town Hall Meeting of the Directorate of Oil and Gas Engineering and Environment in May 2022. This shows that Gen Y is expected to be able to support the sustainability of the oil and gas industry in the future.

The research uses some references to define the research model involving the relevant variables. In the past reference research regarding employee engagement among the millennial workforce conducted by Sahni in

2021, job satisfaction was identified as one of the antecedents of employee engagement. Job Characteristics have a significant impact on employee engagement (Rai, et. al., 2017). Job characteristics such as challenging tasks, meaningful tasks, and job resource availability impacted employee engagement (Farndale & Murrer, 2015). Furthermore, job characteristics mediated by Engagement have a positive impact on job performance (Othman, 2021), meanwhile, engagement can be accepted as a mediator in the impact of job satisfaction on job performance (Arifin, et.al, 2019).

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Job Characteristics and Employee Engagement

It was found that Job Characteristics have a significant influence on Employee Engagement (Rai, et. al., 2017). Baiquni and Lizar (2020) explained in their research that there is a positive relationship between the two constructs. Job Characteristics such as challenging tasks, the meaningfulness of tasks, and the availability of job resources will encourage Employee Engagement (Farndale & Murrer, 2015). Harter, Schmidt, and Hayes (2002) identified several work characteristics, such as clear work expectations, development opportunities, and supportive superiors that have a direct relationship to increasing employee engagement. Similar results were also found by Bakker and Leiter (2017), who mentioned that Job Characteristics had a significant relationship with Employee Engagement. Therefore, the following hypothesis is proposed to be tested:

Hypothesis 1 (H1). *Job Characteristics have a positive effect on Employee Engagement.*

Job Satisfaction and Employee Engagement

Employees who have a positive impression of their work and aspects of their work will tend to be more satisfied with their work as a whole. It is hoped that this sense of satisfaction can also affect the employee's engagement so that he can perform well. Several studies have

found that when employees are interested or captivated by their work, have the enthusiasm to contribute, and feel attached to their work, they tend to be more satisfied with their work (Daley, 2017). In their research, Bailey, Madden, and Fletcher (2017) concluded that engagement has a positive relationship with Job Satisfaction. Sahni (2021) considers Job Satisfaction as one of the antecedents of Employee Engagement. Referring to these studies, this study proposes a hypothesis that Job Satisfaction has a significant influence on Employee Engagement among employees in the Oil and Gas industry.

Based on the above arguments, it is hypothesized:

Hypothesis 2 (H2). *Job Satisfaction has a positive effect on Employee Engagement.*

Employee Engagement and Job Performance

Based on previous references, it is known that good Work Engagement shall affect the improvement of Employee Performance so that it will generate a competitive advantage for the organization. Employees who have a good work engagement are not easily distracted when they are doing their work therefore they can produce optimal work (Feeney & Fellenz, 2013). In addition, employees with good Work Engagement shall have the ability to work effectively and efficiently even though they are facing a work challenge (Halm, 2011). This is in line also with Bakerzis & Myloni (2021) mentioned that Work Engagement shall have a positive influence on Employee Performance. The behaviors mentioned above can increase customer/user satisfaction and loyalty. In addition, Bakerzis & Myloni (2021) stated that the strong effect of Work Engagement on Employee Performance can be influenced by the different characteristics of the employee's work profession. In other words, the magnitude of the effect of Work Engagement on Employee Performance can depend on the characteristics of one's profession. Therefore, the following hypothesis is proposed to be tested:

Hypothesis 3 (H3). *Work Engagement has a positive effect on Performance.*

Employee Engagement as a mediator

Previous research conducted by Othman et al (2021) showed that Job Characteristics mediated by Engagement have a positive influence on Job Performance, and further in other studies also showed that Engagement is associated with work behavior and performance behaviors such as job performance, job satisfaction, decreased turnover intention, organizational commitment, and organizational behavior. In other studies, it was also found that Engagement can be accepted as a mediator of the impact of Job Satisfaction on employee performance (Job Performance) as a reflection of organizational policies and the work environment with Engagement as a reflection of the mentality of individual employees who are involved and support work achievement (Arifin et al., 2019).

Therefore, based on the theory, assumptions, and evidence of previous research, this study proposes the following hypotheses:

Hypothesis 4A (H4A). *Work Engagement will mediate a positive effect between Job Characteristics and Job Satisfaction and Performance.*

Hypothesis 4B (H4B). *Work Engagement will mediate a positive effect between Job Characteristics and Job Satisfaction and Performance.*

For this reason, the author built a research model as shown in Figure 1 below:

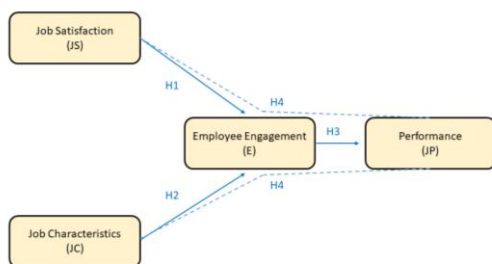


Figure 1. Research Model

RESEARCH METHODS

This study proposes and tests a research model (figure 1) to understand the effect of Job Characteristics and Job Satisfaction on Engagement, Engagement to Job Performance, and Engagement as a mediator between Job Characteristics and Job Satisfaction to Job Performance. SPSS 22 was used to analyze data and the hypothesis was tested through Standard Equation Modelling (SEM).

Sample

Data were collected through the respondent of the Y Generation who were born between 1981 to 1996. Furthermore, the respondents shall work in Oil & Gas Company in Indonesia. The survey was completed by 300 Employees (N=300). Table 1 displays the demographic profile of respondents.

Table 1. Demographic Profile of Respondents

Remarks	Category	Number	%
Gender	Male	108	36%
	Female	192	64%
Education	SMA	3	1%
	D3	18	6%
	S1	219	73%
	S2	59	20%
Experience in Oil & Gas Industry in Indonesia (Year)	S3	1	0%
	≤ 1 Year	0	0%
	>1 to 3 Years	0	0%
	> 3 to 5 Years	18	6%
	> 5 to 7 Years	161	54%
Experience in Current Company (Year)	> 7 to 10 Years	30	10%
	> 10 to 13 Years	47	16%
	> 13 Years	44	15%
	≤ 1 Year	3	1%
	>1 to 3 Years	12	4%
Current Position	> 3 to 5 Years	35	12%
	> 5 to 7 Years	167	56%
	> 7 to 10 Years	38	13%
	> 10 to 13 Years	23	8%
	> 13 Years	22	7%
Department	Vice President/ Equivalent	2	1%
	Senior Manajer/ Equivalent	8	3%
	Manager/ Equivalent	28	9%
	Supervisor/ Coordinator/ Superintendent/ Selevel	52	17%
	Staff/ Specialist/ Equivalent	210	70%
	Commercial	11	4%
	Compliance	4	1%
	Corporate Secretary	10	3%
	Exploration	13	4%
	Finance	60	20%
Government Affairs & Communication	25	8%	
HSE (Health, Safety, Environment)	24	8%	
Human Resources & ICT	63	21%	
Legal	8	3%	
Operations	40	13%	
Project Development	31	10%	
SCM Procurement	11	4%	

Source: Data Processed

Measures

All research constructs were measured on a seven-point Likert scale ranging from “strongly disagree” (1) to “strongly agree” (7). All measurement items were adapted from previous studies after studying the evolution of the variables of interest. Job Characteristics were measured by 15 items by Hackman and Oldham (1980), and “My work is important to the life and well-being of the clients” is a sample from the Job Characteristics questionnaire. Job Satisfaction was measured by 3 items by Cammann (1983), and Engagement was measured by 16 items by Utrecht Work Engagement Scale with “All in all I am satisfied with my job” as a sample. Meanwhile, Job Performance was measured by 18 items by Individual Work Performance Questionnaire (IPWQ) (Koopmans et al, 2013) and “At my job, I feel strong and vigorous” is a sample of the item.

A quantitative approach and survey are used as the methodology to collect employee data. As the preliminary data testing, the author performed a pre-test that involved 33 respondents to measure validity and reliability test through the value of Kaiser-Meyer-Olkin (KMO). All the scales were tested for reliability and acceptable scores were found for Cronbach’s alpha as described below (Table 2):

Table 2. Reliability Test Result

No	Variable	Cronbach Alpha	Remarks
1	Job Satisfaction	0.706	Reliable
2	Job Characteristics	0.721	Reliable
3	Engagement	0.907	Reliable
4	Job Performance	0.915	Reliable

Source: Data Processed

The processing by using Lisrel 8.8 on validity test for all indicators through SEM method showed that all indicators for all variables had SFL values ≥ 0.50 and t-value ≥ 1.96 and it indicated that all indicators were valid.

Moreover, Structural Equation Modeling (SEM) was utilized by the author to test all research hypotheses. The explanation of SEM analysis will be explained in the Results section.

RESULTS AND DISCUSSION

Based on the collected respondent's data mentioned on table 1 above, the respondent consist of 64% woman, 54% hold bachelor degree, 54% with 5-7 years of experience, and the majority from HR&D Department.

In this research, Structural Equation Modeling was performed to understand the effect of the involved variables after the validity and reliability test was completed.

The Standardized Loading Factor (SLF) value for each indicator used as a reference in conducting validity tests. Wijanto (2015) states that the indicator of the research instrument which categorized as a valid model if it has a t-value ≥ 1.96 with 95% confidence level and has an SLF value ≥ 0.50 . A valid research instrument shall it has a Composite Reliability (CR) value which ≥ 0.70 and the Average Variance Extracted (AVE) ≥ 0.50 (Hair Jr et al, 2019).

The analysis was conducted through the analysis of the Goodness of Fit Index (GOF) test. The result of Goodness of Fit consist of RMSEA = 0.0065; GFI = 0.95; AGFI = 0.95; IFI = 1.00; NFI = 1.00; CFI = 1.00. The results of the goodness of fit test show that the RMSEA score is 0.065 ≤ 0.08 , which means that the model is a good fit. The other goodness of fit criteria (GFI, AGFI, IFI, NFI, and CFI) resulted in a value less than 0.90, which means that the model met the goodness of fit criteria. Considering that the results of the several indicators lead to the conclusion that the model used is the goodness of fit, therefore further theoretical hypothesis testing can be carried out.

The data processing was carried out using a 95% confidence level or a significance level of 5%. Referring to this value, the t-value shall be ≥ 1.96 or ≤ -1.96 . The results of the t-value provided information on the positive or negative influence on the latent variables as displayed in Figure 2.

Based on Table 2, it is known that the first direct relationship involving the Job Characteristic and Employee Engagement variables has a t-

value of 5.00 and this value is greater than the t-table (1.96). This value indicates that the first hypothesis, namely Job Satisfaction has a positive effect on Employee Engagement, is acceptable. The t-value of the second direct relationship involving Job Satisfaction and Employee Engagement variables is 2.67 which is greater than the t-table value (1.96). Based on this result, the second hypothesis, namely

Job Characteristics that have a positive effect on Employee Engagement, is acceptable.

The third direct relationship involves Employee Engagement and Job Performance variables has a t-value of 7.47 and this value is greater than the t-table (1.96). This result indicates that the third hypothesis, namely Employee Engagement and it has positive effect on Employee Performance, is acceptable.

Table 3. The Goodness of Fit Test

Variable	Standardized loading faktor	t-value	Result
JC → EE	0.57	5.00*	Significant
JS → EE	0.42	2.67*	Significant
EE → JP	0.86	7.47*	Significant

Estimation Result of Indirect Effect Structural Equation Modelling (SEM)

Variable	Standardized loading faktor	t-value	Result
JC → EE → JP	0.68	4.59*	Significant
JS → EE → JP	0.50	3.29*	Significant

Result: *) t-value > t-table 1.96 (significance 5%) so that it has a significant effect

Source: Data Processed

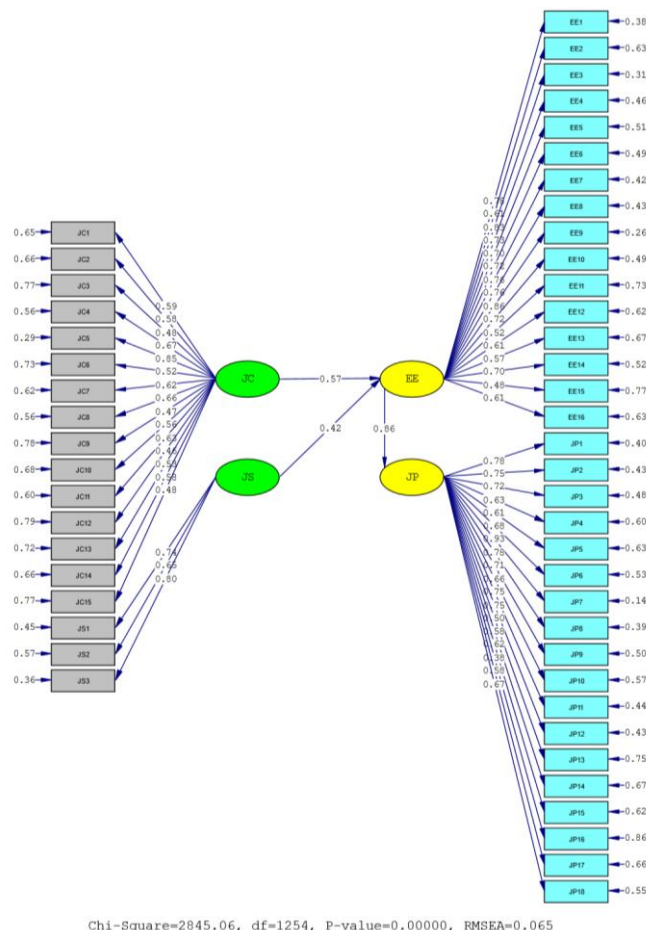


Figure 2. Data Processing Results Measurement Model
Source: Data Processed

In this research, Employee Engagement becomes the mediating variable for the two independent variables namely Job Characteristics and Job Satisfaction towards the dependent variable namely Job Performance. The indirect hypothesis consists of two hypotheses namely Hypothesis 4A and Hypothesis 4B. Based on Table 3, it is known that hypothesis 4A, namely Employee Engagement will mediate a positive relationship between Job Characteristics and Employee Performance, can be accepted based on the t-count value (4.59) which is greater than the t-table (1.96). Meanwhile, hypothesis 4B, namely Employee Engagement will mediate a positive relationship between Job Satisfaction and Employee Performance, can be accepted based on the t-count (3.29) which is greater than the t-table (1.96).

This research aims to determine and measure the effect of Job Characteristics on Employee Engagement, Job Satisfaction on Employee Engagement, Employee Engagement on Job Performance, and also the role of Employee Engagement in mediating the effect of Job Characteristics and Job Satisfaction on Job Performance. There are 300 respondents of Oil and Gas Workers from Generation Y and using six hypotheses, where all of the hypotheses used are acceptable. The research conducted is a modification of the variables used in previous studies.

The results of measuring the first and second hypotheses show that Job Characteristics and Job Satisfaction respectively have a direct positive effect on Employee Engagement. Based on these results it can be seen that Generation Y in the Oil and Gas Industry views Job Characteristics and Job Satisfaction as important things to be able to increase Employee Engagement where this Employee Engagement is needed to keep existing talent in the Oil and Gas Industry for future regeneration. Furthermore, it is found that Generation Y has the perspective that Employee Engagement has a positive effect on Job Performance. Employee Engagement has a positive effect in mediating Job characteristics and Job Satisfaction on Job Performance. Based

on the result on the result, is supported the previous findings of the previous research.

Based on the third hypothesis, we may conclude that the level of Employee Engagement will affect the Job Performance. It means that Generation Y requires to have good engagement so that it can their performance level. Shall Generation Y have low engagement level, it may impacted the performance and potentially become a driving factor for leaving their job. Referring to the conclusions from hypotheses 4A and 4B, the results of the analysis show that Employee Engagement mediates Job Satisfaction and Job Characteristics with Job Performance. It shows that in order to enable Generation Y to improve its performance, it is necessary to have a good level of Employee Engagemen. This is also may supported the perceptions of Job Characteristics and Job Satisfaction. The Company shall require to create Human Resources programs which can increase the Employee Engagement such as:

1. Training programs that can support Generation Y to improve their competence level.
2. Employee development programs, for example temporary assignment on certain jobs or certain targets.
3. Performance improvement programs through specific and measurable programs so that workers can improve their performance by focusing on aspects that need to be improved.

CONCLUSION

Generation Y is comprehensively committed to their work shall they believe that their commitment can contribute significantly to the success of the company where they work. The Job Satisfaction of Oil and Gas Workers specifically in the Y generation can affect the level of Employee Engagement at their place of work. They will be fully committed to their work if they like to work at their workplace. It is found also that they desire to maintain knowledge related to their work and remain up-to-date shall they have a high commitment

to their work. If Generation Y workers in the Oil and Gas Industry feel engaged to their work which is supported by the perception of the characteristics of their work, it will support in improving their performance level.

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