

# Professional Competency and Employee Performance in the Digitalization Era Mediated By Employee Engagement

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**Abstract:** The digitization of the health care sector has had a huge positive impact on medical practice in Indonesia. Various challenges and problems, especially in terms of big data, data security, regulations, and even human resources must be able to adapt to the needs of digital transformation systems.

The purpose of the study was to determine the effect of: 1) Professional competence on employee engagement. 2) Professional competence on employee performance. 3) Employee engagement on employee performance. 4) Professional competence on employee performance mediated by employee engagement.

This type of research is explanatory. The research population is nursing staff at dr. Haryoto Lumajang, totaling 397 people, Questionnaires are used as a tool in data collection The results showed that Employee Engagement has a positive effect on employee performance. Employee Engagement is proven as a full mediation in this study.

**Keywords:** Professional Competency; Digitization; Engagement; Performance.

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## I. Introduction

Digital transformation has played a role in the industrial revolution (Putu Agus Adnyana et al., 2021), not least in the health sector. Realizing the benefits of digital transformation, hospitals must be able to adopt digital transformation into their management system (Khoiruddin Azizi, 2017). Adoption of digital transformation is an effort to produce better service quality (Trushkina et al., 2020). Digital transformation has forced the healthcare industry to make patients the center of their service system. The best service is obtained by exploring what the patient expects. In order to be able to compete in terms of value (quality) (Suehs, 2015), hospitals must meet patient needs better or at lower costs than their competitors (Dafny et al., 2018).

RSUD dr Haryoto as a class B hospital has medical personnel, pharmacy staff, nursing staff, other health workers and non-health workers in 2021 totaling 828 employees, with a total of 397 nursing staff (source: dr Haryoto Lumajang Hospital). The problem of service to customers is a top priority for hospitals (Cortese, 2007). Nursing staff have a big role because they are the medical personnel who are at the patient's side the longest compared to other health workers. The ability to provide excellent service is needed (Meretoja et al., 2004). In line with the digitalization era, nursing staff must be literate with information technology in an effort to improve the quality of service to patients. Technology is not to keep nursing staff away from patients, but instead provides space to find out the patient's condition and immediately provide assistance according to the patient's development. The development of information technology demands that the resources in it have professional competencies. Professional competencies owned by employees will improve the resulting performance (Tutu & Constantin, 2012); (Mustafa, 2013); (Tiraieyari et al., 2010). According to (Pronajaya et al., 2021) there is a positive relationship between professional competence and the performance produced by nursing staff. The influence of professional competence which is followed by the engaging behavior of nursing staff on performance results in higher performance than the direct influence of professional competence on performance (Chumba, 2020). Organizations that cannot create trust in their employees have an impact on poor employee performance (Arslan & Roudaki, 2019). Evidence shows that employee engagement has a positive impact on increasing employee productivity (Lewis et al., 2012).

In addition to the need for professional competence to adapt to change, it is also necessary to engage employees as an effort to improve performance (Andrew & Sofian, 2012). Organizations should increase engagement behavior towards their employees as an effort to improve performance (malik et al., 2016). The combination of competence and employee engagement behavior is a factor that the organization considers in improving employee performance (Mollaret & Miraucourt, 2016). Employee engagement increases nursing staff's concern for their work (Arslan & Roudaki, 2019); (De Los Santos & Labrague, 2021). Employee engagement can improve the professionalism of nursing staff in performing (Haron & Ariffin, 2018).

Professional competence possessed by nursing staff can increase effectiveness in work (Ashworth & Morrison, 1991); (Pronajaya et al., 2021).

This study aims to determine the effect of: 1) Professional competence on employee engagement. 2) Professional competence on employee performance. 3) Employee engagement on employee performance at Dr. Haryoto Lumajang Hospital.

The reason this research was conducted is that research on the professional competence of nurses associated with employee engagement in the digitalization era is still very limited (Keyko et al., 2016). Low employee engagement in the digitalization era (Dajani, 2015). Another reason is the inconsistency of the results of previous studies. Competence has a positive effect on performance (Tuğu & Constantin, 2012); (Mustafa, 2013); (Tiraeyari et al., 2010), while the results of the study (Onyekwelu & Okoh, 2017) that competence has a negative effect on performance, or does not predict performance (Latif et al., 2019). Likewise with the effect of employee engagement on performance. Employee engagement has a positive impact on improving performance (Bakker et al., 2012).. Meanwhile, the results of the study (Pronajaya et al., 2021) showed that employee engagement did not have a positive effect on nurse performance.

## **II. Theoretical Basis**

### **Employee Performance**

Gibson et al. (2014), performance is a measure that can be used to determine the comparison of the results of the implementation of tasks, responsibilities given by the organization in a certain period and relatively can be used to measure work performance. Employee performance affects how much they contribute to the organization which includes output quantity, output quality, work attendance and work attitude (Pawirosumarto et al., 2017). One of the organizational successes from the human resource factor is the achievement of good performance from employees (Pronajaya et al., 2021) Producing good performance can be done by increasing employee engagement (Gruman n Saks, 2011). (Keyko et al., 2016) to achieve high performance for nurses, professional competence and employee engagement behavior are needed. The good performance produced by nursing staff is caused more by the employee engagement factor than from the salary they receive (Singh & Loncar, 2020)

### **Professional Competence**

(Syamsir, 2020) competence must be able to influence employee performance for the better, because competence is a basic characteristic of a person that directly affects, or can predict, excellent performance. The competence of a person does not necessarily indicate that the person is professional in doing the job. Competence that exists and can be judged professionally when he is able to fulfill his responsibilities properly. Professional competence not only shows being able to do work but also rationally mastering the responsibilities that he is doing with certain concepts and theories. Professional competence is competence related to the completion of certain tasks (Ratnasari et al., 2019). (Johnson, 1974) defines Professional competency into three, namely: 1) Managerial competence, namely competence related to the completion of certain tasks. 2) Social Competence, namely competencies related to social interests. 3) Personal Competence, namely competencies related to personality development. Evaluating performance through employee competencies contributes to identifying gaps in their knowledge, skills and professional attitudes.

### **Employee Engagement**

Employee engagement is the extent to which employees are motivated to contribute to the success of the organization, and are willing to complete important tasks for the achievement of organizational goals (Kenexa, 2012). Seeing the meaning of employees in the organization can be seen in how much employees engage with the organization (Radda et al., 2015). Employee engagement begins with employee interest in the organization (Desai et al., 2010). Employees are assets to the organization and if they are not given involvement in the organization, what will emerge is a sense of dis-engage (Medlin & Green, 2008). Employees engage because there is a match between employees and the nature of their work (de Mello e Souza Wildermuth & Pauken, 2008). Employee engagement is related to employee productivity and performance (Radda, A. A.; Majidadi, M. A.; Akanno, 2015): (West & Dawson, 2012). According to Gibbons (2006) 8 (eight) criteria can be a driving force for someone to engage with the organization: 1) Trust and Integrity, namely trust and integrity that ensures employees that the organization cares, is open, and pays attention to employees. . 2) Person-Job fit, namely the suitability of work with the nature of the employee. 3) Synchronization of individual and organization's performance, namely how much individual contribution is in line with the organization's strategic goals. 4) Career Growth Opportunities, ie employees have career growth and promotion opportunities. 5) Pride About Company, namely feeling proud of the organization will allow employees to advertise the company to customers 6) Co-workers/Team Members, Cooperative and supportive co-workers will increase employee engagement. 7) Employee Development, namely the perception that the company is making efforts to develop

employees. 8) Line Manager Relationship, namely a good working relationship with the manager will increase the level of employee engagement.

Based on the theory and empirical studies, the research hypotheses can be formulated:

H1: There is an effect of professional competence on the performance

H2: There is an effect of professional competence on employee engagement

H3: There is an influence There is an effect of employee engagement on the performance

H4: There is an influence of professional competence mediated by employee engagement

Based on the hypothesis above, it can be described the conceptual model of the research:

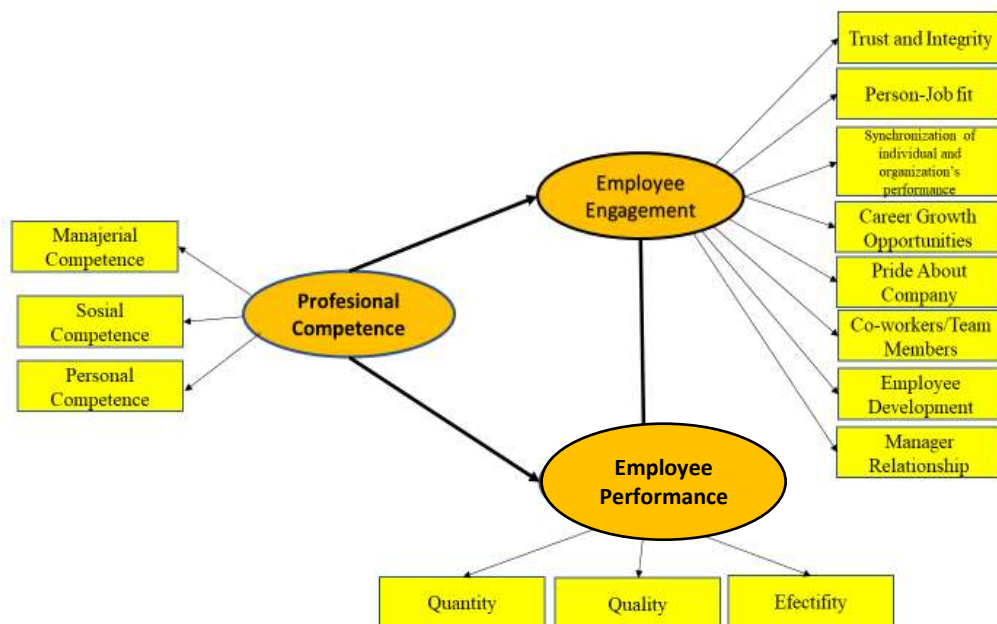


Figure 1: Research Conceptual Model

### III. Research Methods

This type of research is quantitative research. The research data was taken from primary data through a questionnaire. Questionnaires were distributed via google form to all nurses (saturated sample) and 153 people gave answers. Professional competence indicators refer to (Boyatzis, 2011) consisting of: 1) Managerial competence, 2) Social Competence, and 3) Personal Competence. Employee engagement indicators refer to (Gibson et al., 2014) which consist of: 1) Trust and Integrity, 2) Person-Job fit, 3) Synchronization of individual and organization's performance, 4) Career Growth Opportunities, 5) Pride About Company, 6) Co-workers/Team Members, 7) Employee Development. 8) Line Manager Relationships. Performance indicators refer to (Ratnasari & Tarimin, 2021); (42), which is based on the ability of nurses in completing their work with indicators: Quantity of work, 2) Quality of work, and 3) Timeliness of employees in completing their work.

#### Analysis Method

The analytical tool using partial least squares with smartpls ver 3 includes the following stages. Evaluation of measurement model or outer model and inner model.

#### Outer Model

This model specifies the relationship between latent variables and their indicators. or it can be said that the outer model defines how each indicator relates to its latent variables. Tests performed on the outer model: Convergent Validity, Discriminant Validity, and Composite Reliability. The value of convergent validity is the value of the loading factor on the latent variable with its indicators. Expected value  $> 0.7$ .

The value of Discriminant Validity is a cross loading factor value that is useful for determining whether the construct has an adequate discriminant, namely by comparing the loading value on the intended construct which must be greater than the loading value with other constructs. Data that has composite reliability  $> 0.8$  has high reliability.

#### **Inner Model (Structural Model).**

Tests on the structural model were carried out to test the relationship between latent constructs. There are several tests for the structural model, namely: R Square on the endogenous construct. The value of R Square is the coefficient of determination on the endogenous construct. According to Chin (1998), the value of R square is 0.67 (strong), 0.33 (moderate) and 0.19 (weak). Estimate for Path Coefficients, is the value of the path coefficient

or the magnitude of the relationship/influence of latent constructs. Done with Bootstrapping procedure. Prediction relevance (Q square) otherwise known as Stone-Geisser's. This test was conducted to determine the predictive capability with the blindfolding procedure. If the value obtained is 0.02 (small), 0.15 (medium) and 0.35 (large).

#### **IV. Research Result And Discussion**

##### **Measurement Model Testing (Outer Model)**

The outer model is a model that specifies the relationship between latent variables and their indicators or it can be said that the outer model defines how each indicator relates to its latent variables (Ghozali, 2006). The following below is the output in the form of the Outer Loading value from the results of running PLS.

Table 1. Outer Models

	Employee Engagement	Employee Performance	Profesional Competence
1.1			0.799
1.2			0,852
1.3			0,817
2.1	0,775		
2.2	0,744		
2.3	0,712		
2.4	0,713		
2.5	0,787		
2.6	0,746		
2.7	0,732		
2.8	0,799		
3.1		0,860	
3.2		0,825	
3.3		0,865	

##### **Reliability Test**

Table 2. Reliability Test

	R Square	R Square Adjusted
Employee Engagement	0,299	0,294
Employee Performance	0,530	0,524

**Goodness of fit test**

Table 3. R Square  
Table 4. Path Coefficient

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Employee Engagement	0,879	0,884	0,903	0,539
Employee Performance	0,808	0,850	0,884	0,719
Profesional Competency	0,738	0,738	0,851	0,656

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
<b>Engagement -&gt; Employee Performance</b>	0,360	0,372	0,078	4,631	<b>0,000</b>
<b>Profesional Competency -&gt; Engagement</b>	0,546	0,560	0,071	7,716	<b>0,000</b>
<b>Profesional Competency -&gt; Employee Performance</b>	0,466	0,456	0,081	5,784	<b>0,000</b>

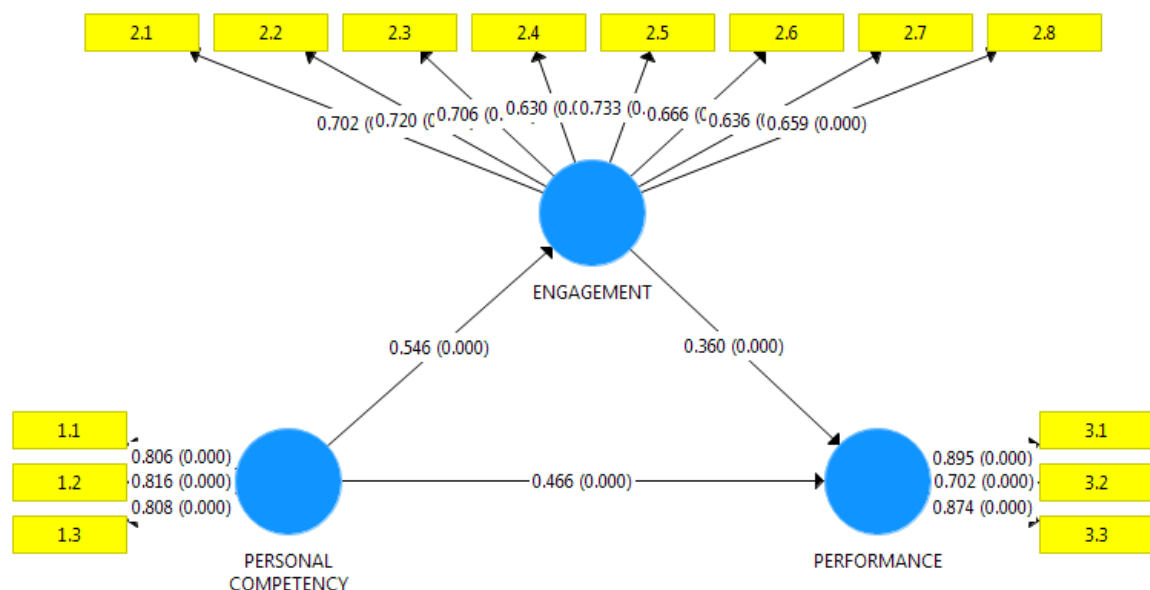


Figure 2: Full Model

## V. Discussion

### Measurement Model Testing (Outer Model)

The outer model is a model that specifies the relationship between latent variables and their indicators or it can be said that the outer model defines how each indicator relates to its latent variables (Ghozali, 2006). The following below is the output in the form of the Outer Loading value from the results of running PLS.

### **Convergent Value (Convergent Validity)**

The validity test in question is a test of indicators in latent variables to ensure that the indicators used in this study are really able to be understood well by respondents so that respondents do not experience misunderstandings about the indicators used

Table 5. Outer Loading Value of Employee Performance (EP) Variables

	<b>Outer Loading</b>
<b>EP1</b>	<b>0,895</b>
<b>EP2</b>	<b>0,702</b>
<b>EP3</b>	<b>0,874</b>

Based on the outer loading for the Employee Performance variable, it is known that all indicators of SMP.1 to SMP.6, have an outer loading greater than 0.5 and t-statistics  $>1.983$  ( $\alpha=5\%$ ), so that the KK.1 to KK indicators .3 can be used in testing further research models, because it has met convergent validity, meaning that it is good in measuring employee performance variables.

Table 6. Value of Outer Loading Variable Professional Competence (PC)

	<b>Outer Loading</b>
<b>PC1</b>	<b>0,806</b>
<b>PC2</b>	<b>0,816</b>
<b>PC3</b>	<b>0,808</b>

Based on the outer loading for the Professional Competence variable, it is known that all indicators PC.1 to PC.3, have an outer loading greater than 0.5 and t-statistics  $>1.983$  ( $\alpha=5\%$ ), so that the PC.1 to PC indicator .3 can be used in testing further research models, because it has met convergent validity, meaning that it is good in measuring the Professional Competence variable.

Table 7. Value of Employee Engagement (EE) Variable Outer Loading

	<b>Outer Loading</b>
<b>EE1</b>	<b>0,702</b>
<b>EE 2</b>	<b>0,720</b>
<b>EE 3</b>	<b>0,706</b>
<b>EE 4</b>	<b>0,630</b>
<b>EE 5</b>	<b>0,733</b>
<b>EE 6</b>	<b>0,666</b>
<b>EE 7</b>	<b>0,636</b>
<b>EE 8</b>	<b>0,659</b>

Based on the outer loading for the Employee Engagement variable, it is known that all indicators EE.1 to EE.8, have outer loadings greater than 0.5 and t-statistics  $>1.983$  ( $\alpha=5\%$ ), so the indicators EE.1 to EE .8 can be used in further testing the research model, because it has met convergent validity, meaning that it is good in measuring the Employee Engagement variable.

### **Discriminant Value (Discriminant Validity)**

The measurement of reflexive indicators is based on cross loading with latent variables. Cross loading is useful for assessing whether the construct has adequate discriminant validity, namely by comparing the relationship between indicators of a variable with the correlation of these indicators with other variables. If the relationship of the construct indicator has a higher value than the relationship of the indicator to other variables, it is said that the construct has high discriminant validity. This shows that the indicator variable is better than the other variable indicators. In other words, discriminant validity test is used to see whether an indicator of a certain latent variable is really different from other latent variable indicators, so that the indicator is really considered feasible to explain the latent variable. Another method to see the value of discriminant validity is to



assess the validity of the constructs based on the AVE value, where a good model is required if the AVE of each construct is greater than 0.5

Table 10. Average variance extracted (AVE)

	<b>Average Variance Extracted (AVE)</b>
<b>Employee Performance</b>	<b>0,686</b>
<b>Profesional Competence</b>	<b>0,656</b>
<b>Employee Engagement</b>	<b>0,466</b>

Based on the output results, the AVE value for each construct is greater than 0.5, so it can be concluded that the constructs of Employee Performance, Professional Competence, and Employee Engagement are good models, so that all constructs in the estimated model meet the discriminant validity criteria.

## **VI. Construct Reliability**

Construct Reliability is the same as Cronbach's alpha (measures the reliability of constructs or latent variables) the value must be above 0.70 which is considered reliable. However, for exploratory research, moderate reliability is 0.5 – 0.6 which is sufficient to justify the results of the study (Ferdinand, 2002: 192). The following is a table of Construct reliability output results from PLS:

Table 11. Construct Reliability

	<i>Cronbach's Alpha</i>
<i>Employee Performance</i>	<i>0,778</i>
<i>Profesional Competence</i>	<i>0,738</i>
<i>Employee Engagement</i>	<i>0,837</i>

Construct reliability based on Cronbach's alpha value is good if the value is above 0.70. Based on the table above, it can be seen that the cronbach alpha for employee performance variables is 0.778, Professional Competence is 0.738, Employee Engagement is 0.837, where the cronbach alpha values for the 3 constructs in the model are all greater than 0.70. Thus, it can be said that the variables of Employee Performance, Professional Competence, Employee Engagement really have high construct reliability, with a very strong level of reliability. So that the model in this study has met Construct reliability.

### **Goodness of fit Structural Model (Inner Model)**

Evaluation of the model using R-square (R2) for the dependent construct. The R-square value reflects the predictive power of the entire model (Falk and Miller, 1992; Pirouz, 2006) with an R-square value limit greater than 0.10 or greater than 10 percent (or goodness-fit of the model). Based on data processing with PLS, the resulting coefficient of determination (R-square) is as follows:

Tabel 12. Nilai R-square

	<b>R Square</b>		<b>R Square Adjusted</b>
<i>Employee Perfomance</i>	0,530		0,524
<i>Employee Engagement</i>	0,299		0,294

Goodness of fit in PLS can be seen from the value of Q2. The value of Q2 has the same meaning as the coefficient of determination (R-square / R2) in the regression analysis. The higher R2, the model can be said to be more fit with the data. A Q-Square value greater than 0 (zero) indicates that the model has predictive relevance, while a Q-Square value less than 0 (zero) indicates that the model lacks predictive relevance (Ghozali 2006). From table 10, it can be seen that the value of Q2 is as follows:

$$\begin{aligned} Q2 &= 1 - (1 - R21) \dots (1 - R2n) \\ &= 1 - (1 - 0.530) (1 - 0.299) \\ &= 0.671 = 67.1\% \end{aligned}$$

In this research model, the R-square value generated in the overall model equation is 67.1%, this means that the structural model has very high predictive relevance, the model is getting better and feasible to use in predictions.

## Hypothesis Testing

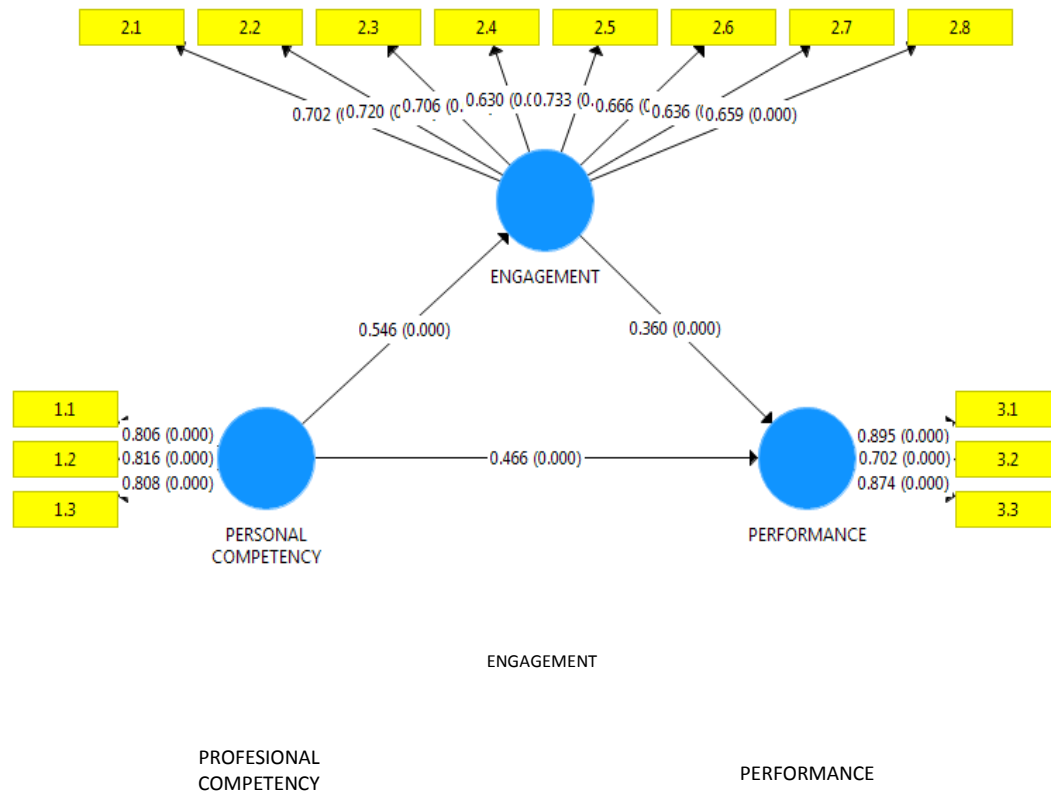


Figure 3. Bootstrapping Overall Model

### a. Effect of Professional Competency on Engagement

The estimation results of the inner model for the direct influence between Professional Competency on Engagement show a path coefficient value of 0.546 where the value is greater than 0 with an error rate value of less than = 5%, this shows that the direct influence of Professional Competency on Engagement is significant. The resulting effect is positive, which means that the better the Professional Competency, the higher the Engagement. On the other hand, the less good the Professional Competency, the lower the Engagement.

### b. Effect of Professional Competency on Employee Performance

The estimation results of the inner model for the direct effect of Professional Competency on Performance show a path coefficient value of 0.466 where the value is greater than 0 with an error rate value of less than = 5%, this shows that the direct influence of Professional Competency on Performance is significant. The resulting effect is positive, which means that the better the Professional Competency, the higher the Performance will also be. On the other hand, the less good the Professional Competency, the lower the performance.

### c. Effect of Engagement on Employee Performance

The estimation results of the inner model for the direct effect of engagement on performance show a path coefficient value of 0.360 where the value is greater than 0 with an error rate value of less than = 5%, this shows that the direct effect of engagement on performance is significant. The resulting effect is positive, which means that the better the Professional Competency, the higher the Performance will also be. On the other hand, the less good the engagement, the lower the performance.

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Description
Engagement ->	0,360	0,372	0,078	4,631	0,000	Significant



Performance						
<b>Profesional Competency -&gt; Engagement</b>	0,546	0,560	0,071	7,716	<b>0,000</b>	<b>Significant</b>
<b>Profesional Competency -&gt; Performance</b>	0,466	0,456	0,081	5,784	<b>0,000</b>	<b>Significant</b>

Table 13. Recapitulation of Hypothesis Test Results

Professional competency as described earlier which emphasizes three aspects, namely managerial, social and personal which will potentially improve employee performance. The results of research conducted by (Tuṭu & Constantin, 2012); (Mustafa, 2013); (Tiraieyari et al., 2010) Professional competency owned by employees will increase the resulting performance. According to (Pronajaya et al., 2021) there is a positive relationship between professional competence and the performance produced by nursing staff. Professional competence possessed by nursing staff can increase effectiveness in work (Ashworth & Morrison, 1991); (Pronajaya et al., 2021).

(Maku Gichohi & Librarian, 2014) explains that there is a positive relationship between employee engagement and employee performance through increased commitment and this is because engaged employees experience positive emotions that expand their thinking, making them more attentive and absorbed in their work. (Shantz et al., 2013).

The combination of competence and employee engagement behavior is a factor that the organization considers in improving employee performance (Mollaret & Miraucourt, 2016).

## VII. Conclusions And Recommendations

### Conclusions

With statistical tests, it can be concluded that the indicators used in this study, both professional competency, employee engagement and performance, are really able to be understood well by respondents so that respondents do not experience misunderstandings about the indicators used. The discriminant validity test also proves that each variable indicator is better than the other variable indicators. In other words, discriminant validity test is used to see whether an indicator of a certain latent variable is really different from other latent variable indicators, so that the indicator is really considered feasible to explain the latent variable. Goodness of fit test means that the structural model has very high predictive relevance, the model is getting better and feasible to use in predictions. In this case the model, variables and indicators are capable of being a valid measuring instrument based on statistical tests.

In statistical tests carried out on the inner model, conclusions can be drawn regarding the initial hypothesis as follows:

1. Professional competence is proven to have a significant positive effect on employee performance (H1: Accepted)
2. Professional competence has been proven to have a significant positive effect on employee performance (H2: Accepted)
3. employee engagement is proven to have a significant positive effect on employee performance (H3: Accepted)
4. There is an influence of professional competence mediated by employee engagement on the performance (H4: accepted)

### RECOMMENDATIONS

1. With the results of employee engagement as a full mediation, the management of RSUD dr.Haryoto should pay more attention to programs or policies that support the creation of strong employee engagement.
2. Of the 8 indicators that make up the employee engagement variable, the lowest average value of the respondents' answers is Career Growth Opportunities. So this needs to be a concern of management.
3. Of the three direct effects, the biggest is the influence of professional competency on employee engagement. So it is important to improve the professional competency of nurses. in order to increase employee engagement and employee performance.
4. Employee performance is a variable that determines the sustainability of an organization. In this study, 2 indicators, namely quantity and quality, have low average values. So it is necessary to pay attention to the management of RSUD dr. Haryoto.
5. The forming indicators for each variable that have a more dominant percentage are social competency (Professional Competency), Pride about company (employee engagement) and effectivity (employee performance). This indicator should be of more concern to the management of RSUD dr.Haryoto

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