

# The Role of Personality Trait and Quality of Work Life on Job Performance With Work Engagement as a Mediator

## (Study on PT X Indonesia Driver Partners)

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### ABSTRACT

Driver partners are drivers who form a cooperative bond based on agreement and mutual need in order to increase capacity and capability in online transportation services. As time goes by driver partners have various interests that are not in line with company policy. There is a possibility that something will happen that can reduce the rating of driver partners performance that impacts service users and companies. This study aims to examine the role of work engagement as a mediator variable on the role of personality traits and the quality of work life on job performance. Based on the theory of Koopmans [1], job performance is a pattern of behavior and actions of employees that are relevant to company goals. This study uses job performance measurement tools from Koopmans [1], personality traits with Big Five Personality from Costa and McCrae [2], quality of work life from Walton [3], and work engagement with Utrecht Work Engagement Scale (UWES) from Schaufeli et al. [4]. The participants of this study were 1.359 driver partners spread across Jakarta, Bogor, Depok, Tangerang and Bekasi, which were obtained using convenience sampling techniques. The research data was then processed using Structural Equation Modeling (SEM) analysis using the Lisrel 8.80 program. The results showed that work engagement played a positive and significant role as a mediator in personality traits and the quality of work life on job performance. This shows that personality traits and the quality of work life that a person has when working in engage conditions, then have an impact on their job performance in completing work and organizing. In addition, the agreeableness personality trait is the trait that has the strongest relationship.

**Keywords:** job performance, personality trait, quality of work life, work engagement

### 1. INTRODUCTION

Job performance is an interaction function of the abilities, motivations, and opportunities of employees [5]. Job performance explained by Campbell (in Sonnentag) [6] is a request from the company to employees to be able to do and do well, job performance is not just an action, but more on the evaluation and evaluation process. Job performance that occurs in driver partners in online transportation companies has decreased job performance which has an impact on service users and companies. Driver partners are drivers who form a cooperative bond based on agreement and mutual need in order to increase capacity and capability in online transportation services [7]. The basis for evaluating driver partners job performance consists of four categories, namely behavior, motorbike, grooming, and different drivers. From the results of secondary data on the job performance indicators of driver partners in the Jakarta, Bogor, Depok, Tangerang and Bekasi (Jabodetabek) areas, information was found that there was a decrease in job performance. PT X has a minimum assessment standard or zero

mistakes in an effort to improve service quality and job performance driver partners so they can compete in similar business lines (ride-hailing). Driver partners who have high job performance towards the company, they will carry out their duties in accordance with the guidelines set by the company [8].

Job performance is an issue in the online-based ride-hailing business competition. This is because the business development of PT X is determined by the satisfaction of service users to the job performance provided by driver partners. The better the driver partners job performance, the more services users. Conversely, the worse the job performance of driver partners, the service for users will decrease. Therefore, there are factors that influence job performance that are personality traits and quality of work life [9]; [10]. Personality traits can predict job performance and also influence driver partners interactions in the work environment [11]; [12].

Personality trait that is often used in research is big five personality [13]. Big five personality traits consist of openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism.

Another factor that also affects employee job performance is the quality of work life [14]. He explained that the higher the quality of work life, the higher the job performance of employees in the company. Quality of work life has a positive and significant relationship with employee job performance of 26.3% [10]. Companies that provide quality work life that matches the needs of their employees, will achieve productivity and better human resource job performance.

In addition to the above explanation, Muindi [15] states that personality traits and the quality of work life might affect a persons behavior and job performance. Based on these statements, researchers want to see the role of internal and external factors together on job performance. Researchers also see other factors governing the relationship between personality traits and quality of work life with job performance on driver partners. It was found that work engagement factors had a positive influence on job performance [2]. Work engagement helps in increasing motivation, productivity, and job performance. Research by Bhatti et al. [16] shows that work engagement is a mediator between personal resources and job performance with nurses research samples and the Utrecht Work Engagement Scale (UWES) measurement tool. Bakker Research [17] in the Job Demands-Resources (JD-R) theory explains that work engagement is a function of job demands and resources provided by organizations. Thus, work engagement can be an intermediary factor (mediator) between personality traits and quality of work life on job performance.

Driver partners job performance plays an important role in the business development of PT X. Factors that affect job performance consist of two aspects, namely personality traits and quality of work life. This is what underlies researchers to conduct an assessment of the role of personality traits and the quality of work life on job performance with work engagement as a mediator, especially studies conducted on driver partners.

### 1.1. Our Contribution

This research is expected to be able to enrich the insights in psychology, especially in the fields of industry and organization, bearing in mind that there have not been many previous studies that have reviewed this topic with partners. In addition, the results of this study can answer various questions about personality traits, quality of work life, performance, and work engagement that occur in the work environment of driver partners.

### 1.2. Paper Structure

The rest of the paper is organized as follows. Section 2 contains supporting theories in this study with theoretical explanations related to performance, quality of work life, work engagement, and hypothesis. Section 3 contains research methods and the results will be explained in section 4. Section 5 explains the discussion of the results obtained. Finally, section 6 contains conclusions.

## 2. THEORY AND HYPOTHESIS

### 2.1. Job performance

Koopmans [1] explained that job performance is a pattern of behavior and actions of employees that are relevant to company goals. This is behavior that is under the control of the individual itself (unless, the behavior is influenced by the environment). The above statement can be concluded that job performance is a behavior carried out by employees and is a form of business to achieve results in accordance with company goals.

#### 2.1.1 Relationship of Driver partners Job performance with Conceptual Job performance

The basis for evaluating driver partners job performance consists of 4 categories, namely behavior, motorbike, grooming, and different drivers. Behavior is the driver partners behavior in communicating with passengers (verbal and non-verbal). Motorbike is a condition of driver partners vehicles used for work. Grooming is a driver partners appearance by showing the complete use of attributes. Meanwhile, different drivers are driver partners who are incompatible with their XDriver application. Behavior category is included in the task job performance dimension, this is related to the characteristics of driver partners related to the effectiveness of their job performance, which can be seen from their behavior and actions.

The behavior categories that can be carried out by driver partners are related to 6 aspects, namely: (1) the driver partners has never requested or canceled an order without confirmation to the passenger with clear and strong reasons; (2) taking an order or booking that will take more than 30 minutes to the pickup location without notice to the passenger; (3) driver partners do not threaten or intimidate passengers; (4) driver partners do not say rude to passengers; (5) driver partners do not disseminate data and identity of passengers through any means and media (such as: online or printed); and (6) the driver partners does not smoke in the vehicle when carrying passengers.

Motorbike and grooming categories fall into the contextual job performance dimension, this supports the company, social and psychological environment that the company wants to reach from driver partners to driver partners and passengers. Motorbike categories that can be done by driver partners relate to 3 aspects, namely: (1) vehicles used by driver partners in a clean condition; (2) the age of the vehicle does not exceed the standard permitted by PT X; and (3) regular motor service. Meanwhile, the category of grooming conducted by driver partners is related to four aspects, namely: (1) driver partners who are polite or clean in appearance; (2) driver partners wear the complete attributes of the company helmet and jacket; (3) driver partners do not use competitor helmet and jacket attributes; and (4) driver partners reassert helmet attributes for clean passengers.

Different driver categorie is the counterproductive work behavior dimension, this is related to driver partners actions that can harm passengers and the company. A different driver category that driver partners should not do is to selling driver partners XDriver accounts to others. If

a driver partners does this, he will be penalized permanently.

## 2.2. Personality Trait

Trait can predict individual behavior in the future [18]. There are several approaches put forward by experts to understand individual trait. One of them is the five factors model known from Costa and McCrae namely, extraversion, conscientiousness, agreeableness, openness to experience, and neuroticism [19].

## 2.3. Quality of Work Life

Cascio [20] explains that the quality of work life as workers perceptions of physical and psychological well-being at work. The quality of work life can be seen from two perspectives, as follows: (1) objective conditions and practices that occur within the organization, such as promotion, supervision, working conditions, and employee involvement; and (2) employee perceptions of the quality of their work life that contains a feeling of security at work, satisfaction at work, a balance between work and life, and personal development. This approach is related to how human needs are met.

## 2.4. Work engagement

Work engagement is an employee who is able to commit to an organization and the outcome of that commitment is determined by how they work and how long they work [21]. In addition, Brown (in Robbins) [22] provides a definition of work engagement, is employees can identify themselves psychologically with their work and consider its job performance important for themselves, in addition to the organization. Conceptualization of work engagement consists of well-being which is characterized by high levels of employee energy at work, dedicated, enthusiastic, inspired by the work of colleagues, and committed to one job [23].

## 2.5. Hypotheses

Research from Ravichandran et al. (in Akhtar et al.) [24] concludes that the level of personality traits can affect the level of employee engagement. Certain personality trait dimensions reflect the employee's tendency to be bound because of the employee's own behavior. Research from Saks (in Akhtar et al.) [24] explained that the construction proved to be positive between the relationship between personality traits and work engagement.

Research from Wahlberg et al. [25] suggests that employees who engage have an energetic and effective sense that is associated with their activities, considering themselves capable of handling their job demands well. Furthermore, research from Lee et al. (in Wahlberg et al.) [25] have found that the quality of work life includes interactions among various actors (employees, employers, and organizations) that can satisfy various employee needs.

The construct of quality of work life has the greatest impact on work engagement including overall positive

and significant effects on employee loyalty [25]; [26]. The findings of this study show that employees can perceive various aspects of the quality of their work life. Quality of work life also facilitates employees to manage their personal lives.

The explanation above shows that personality traits have a role in work engagement and work engagement has a role in the quality of work life. Work engagement can also be a mediating factor between personality traits and quality of work life on job performance. This was explained by Tisu et al. [9] who stated that work engagement significantly mediated the relationship between proactive personality on job performance. Proactive personality is positively related to work engagement (PP:  $\beta = 0.25$ ,  $p < .001$ ), while work engagement is also positively related to job performance ( $\beta = 0.25$ ,  $p < .001$ ).

Research from Bhatti et al. [16] shows that work engagement is a mediator between personal resources and job performance with nurses research samples and the Utrecht Work Engagement Scale (UWES) measurement tool. Furthermore, research from Wahlberg et al. [25] suggests that work engagement mediates the relationship between quality of work life and job performance on employees indirectly.

Employees who are actively and constructively involved with their work usually try to improve conditions by discussing existing problems and are less likely to neglect their tasks, ie not to adopt passive behavior in the organization. Therefore, work engagement can encourage employee behavior by mediating the relationship between quality of work life and intention to stop working. In the context of research in a sample of driver partners, they work in the field without any supervision from the company. Work engagement is needed as a mediating factor that can secure PT X. Based on the above explanation it can be concluded that:

H1: The Role of Personality Traits and Quality of Work Life on Job performance with Work Engagement as a Mediator.

## 3. METHOD

### 3.1. Participant

Participants in this study were driver partners with a total of 1.359 subjects. The sampling method in this study is convenience sampling which is explained by Etikan et al. [27] as the type in which population members are targeted to have criteria, such as providing services to passengers using two wheels, male or female sex, less working period from 6 months to 5 years, level of education, geographical proximity, ease of access, availability to participate from a specified time, and willingness to participate in research.

### 3.2. Research Design

The research instrument above uses a quantitative method with a non-experimental design, meaning that the observational study is conducted on number of research subject variables, without any manipulation of researchers [28]. Quantitative approach is defined by Musianto [29] as an approach that uses aspects of

measurement, calculation, formula, and certainty of numerical data in research proposals, processes, hypotheses, data analysis, data conclusions up to the writing. Supporting this definition, Azwar [30] explains that a quantitative approach is an approach that emphasizes numerical data that is processed by statistical methods.

### 3.3. Measurement

Job performance measurement tools are adapted from the theory developed by Koopmans [1] which consists of 18 questions. This measurement tool is divided into three dimensions of performance, namely task performance, contextual performance, and counterproductive work behavior. Example item "You can arrange work, so you can finish work on time."

Big five measuring tool based on the theory of Costa and McCrae [2]. This measuring instrument consists of 60 questions with each personality dimension having positive and negative items. This measurement tool is divided into five dimensions, namely openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism. Example item "I am very interested or interested in reading poetry or seeing a work of art."

Measuring quality of work life is made by Walton [3]. Researchers used standardized measurement tools by the Research and Measurement Section, Faculty of Psychology, Tarumanagara University. Measuring the quality of work life is divided into ten dimensions, namely job characteristics, coworkers, personal development, promotion, social relevant of employees, supervisory, work balance, work culture, work conditions, and pay benefits consisting of 47 questions. Example item "Clarity of mechanisms for earning income (such as bonuses)."

The work engagement measuring instrument was adapted from the Utrecht work engagement measuring instrument (UWES) developed by Schaufeli et al. [4]. This measuring device is divided into three dimensions which include vigor, dedication, and absorption consisting of 17 questions. Vigor is characterized as a willingness to work hard and has determination in the face of adversity. Example item "I feel excited at work."

### 3.4. Analysis Techniques

**Table 1 Confirmatory Factor Analysis (CFA) Job performance and Questions Item Results**

Indicator	Item	Factor Loading	T-value	Standard Error	Item Test
Task Job performance P-value= 0.15998; X <sup>2</sup> =0.00; RMSEA= 0.023	K1	0.73	28.90	0.03	Valid
	K2	0.57	21.28	0.03	Valid
	K3	0.68	24.71	0.03	Valid
	K4	0.77	31.12	0.02	Valid
	K5	0.83	33.10	0.02	Valid
Contextual Job performance P-value= 0.07224;	K1	0.55	21.07	0.03	Valid
	K2	0.48	17.67	0.03	Valid

Researchers conducted data processing with the Lisrel 8.80 program. First, researchers first confirmatory factor analysis to determine construct validity and composite reliability of measuring instruments. After obtaining valid items, the researchers conducted a structural main data analysis with Structural Equation Modeling (SEM). SEM emphasizes the use of covariance that is minimizing the difference between sample covariance and covariance predicted by the conceptualized model [31]. SEM is also defined as one technique simultaneously analyzing several latent constructs called endogenous and exogenous [32]. Endogenous constructs are factors that are predicted by one or several constructs. Meanwhile, exogenous constructs are known as independent variables that are not predicted by other variables contained in the model [33]. Different but related regression equations are carried out together with structural models in SEM [34]. This study uses SEM techniques with the Lisrel 8.80 program to examine the role of personality traits and the quality of work life on job performance with work engagement as a mediator.

### 3.5. Procedure Plan

This research starts from the translation of measuring instruments into Indonesian. Questionnaire that has been discussed with the supervisor regarding content. With the intent of each item and statement in accordance with the original questionnaire. Data obtained from the trial questionnaire will be tested for validity and reliability so that items are valid and reliable. After conducting the trial, the questionnaire will be reproduced and ready to be filled out by the research subjects.

## 4. RESULTS

### 4.1. Constructive Testing Method Confirmatory Factor Analysis (CFA)

The results of job performance construct testing using the CFA method obtained 3 indicators, namely task job performance, contextual job performance, and counterproductive work behavior with number of 18 valid items (model fit at P-value> 0.05; positive loading factor; t-value> 1.96. See Table 1.

X2=0.00; RMSEA= 0.023	K3	0.77	31.68	0.02	Valid
	K4	0.88	38.21	0.02	Valid
	K5	0.73	30.51	0.02	Valid
	K6	0.64	25.26	0.03	Valid
	K7	0.64	24.62	0.03	Valid
	K8	0.67	24.68	0.03	Valid
	K1	0.30	10.55	0.03	Valid
	K2	0.89	40.36	0.02	Valid
Counterproductive Work Behavior P-value= 0.51394; X2=0.00; RMSEA= 0.000	K3	0.88	40.00	0.02	Valid
	K4	0.88	40.22	0.02	Valid
	K5	0.91	41.97	0.02	Valid

Table 1 above shows that the entire structure of the questions above has a loading factor > 0.30 so that it has a high contribution to explain the latent construct. Meanwhile, the results of the CFA method personality trait construct obtained 5 indicators, namely openness

to experience, conscientiousness, extraversion, agreeableness, and neuroticism with 40 valid items (model fit at P-value > 0.05; positive loading factor; t-value > 1.96). See Table 2.

**Table 2 Confirmatory Factor Analysis (CFA) Personality Trait and Questions Item Results**

Indicator	Item	Factor Loading	T-value	Standard Error	Item Test
Openness to Experience P-value= 0.28913; X2=0.00; RMSEA= 0.009	O1	0.39	13.24	0.03	Valid
	O2	0.30	9.34	0.03	Valid
	O3	0.56	16.55	0.03	Valid
	O4	0.44	15.44	0.03	Valid
	O5	0.46	15.30	0.03	Valid
	O6	0.47	15.80	0.03	Valid
	O7	0.39	12.2	0.03	Valid
	O8	0.57	18.81	0.03	Valid
	O9	0.62	20.55	0.03	Valid
	O10	0.58	19.68	0.03	Valid
	O11	0.44	11.30	0.03	Valid
	O12	0.40	13.79	0.03	Valid
Conscientiousness P-value= 0.20049; X2=0.00; RMSEA= 0.015	C1	0.57	21.08	0.03	Valid
	C2	0.62	23.12	0.03	Valid
	C3	0.77	29.97	0.03	Valid
	C4	0.67	24.66	0.03	Valid
	C5	0.72	28.45	0.03	Valid
	C6	0.57	18.71	0.03	Valid
	C7	0.70	26.66	0.03	Valid
	C8	0.66	24.82	0.03	Valid
	C9	0.61	22.80	0.03	Valid

<p>Extraversion</p> <p>P-value= 0.20571;</p> <p>X<sup>2</sup>=0.00; RMSEA= 0.017</p>	C10	0.40	13.15	0.03	Valid
	C11	0.20	6.65	0.03	Valid
	C12	0.26	8.83	0.03	Valid
	E1	0.76	28.47	0.03	Valid
	E2	0.18	5.76	0.03	Valid
	E5	0.14	4.26	0.03	Valid
	E6	0.38	12.26	0.03	Valid
	E7	0.75	28.63	0.03	Valid
	E8	0.40	12.85	0.03	Valid
	E9	0.12	3.34	0.03	Valid
	E10	0.32	10.45	0.03	Valid
<p>Agreeableness</p> <p>P-value= 0.60085;</p> <p>X<sup>2</sup>=0.00; RMSEA= 0.000</p>	E11	0.70	26.75	0.03	Valid
	A1	0.75	11.22	0.07	Valid
	A2	0.23	7.00	0.03	Valid
	A4	0.12	3.52	0.03	Valid
<p>Neuroticism</p> <p>P-value=1.00000;</p> <p>X<sup>2</sup>=0.00; RMSEA= 0.000</p>	A7	0.66	10.97	0.06	Valid
	N1	0.72	21.20	0.07	Valid
	N2	0.69	20.55	0.03	Valid
	N3	0.52	16.80	0.03	Valid

Table 2 above shows that from the structure it turns out that C11, C12, E2, E5, E9, A2, and A4 with a loading factor <0.30 are contradictory items. Example item C11, responsibilities that are difficult to be made by driver partners who do not carry out the tasks or work assigned by the authorities (company or management). While other items, are items in real life. For examples item C12, driver partners are sometimes careless in arranging goods

properly. Meanwhile, the results of constructing the quality of work life with the CFA method obtained 10 indicators, namely co-worker, job characteristics, pay and benefits, personal development, promotion, social relevance of employer, supervisory, work culture, work life balance, and working conditions with 47 items are valid (model fit at P-value> 0.05; positive loading factor; t-value> 1.96). See Table 3.

**Table 3 Confirmatory Factor Analysis (CFA) Quality of Work Life and Questions Item Results**

Indicator	Item	Factor Loading	T-value	Standard Error	Item Test
<p>Co-Worker</p> <p>P-value= 1.00000;</p> <p>X<sup>2</sup>=0.00; RMSEA= 0.000</p>	CW1	0.78	32.28	0.02	Valid
	CW2	0.87	37.14	0.02	Valid
	CW3	0.85	36.00	0.02	Valid
<p>Job Characteristics</p> <p>P-value= 0.45941;</p> <p>X<sup>2</sup>=0.00; RMSEA= 0.000</p>	JC1	0.65	25.67	0.02	Valid
	JC2	0.73	30.37	0.02	Valid
	JC3	0.81	35.50	0.02	Valid
	JC4	0.76	32.35	0.02	Valid
	JC5	0.85	38.30	0.02	Valid
	JC6	0.88	39.93	0.02	Valid
	JC7	0.82	36.06	0.02	Valid
Pay and Benefits	PB1	0.70	26.88	0.03	Valid

P-value= 0.51052; X2=0.00; RMSEA= 0.000	PB2	0.80	33.92	0.02	Valid
	PB3	0.94	42.48	0.02	Valid
	PB4	0.82	32.28	0.03	Valid
	PB5	0.80	34.48	0.02	Valid
Personal Development P-value= 0.94971; X2=0.00; RMSEA= 0.000	PD1	0.87	38.39	0.02	Valid
	PD2	0.90	40.98	0.02	Valid
	PD3	0.92	41.70	0.02	Valid
	PD4	0.74	31.35	0.02	Valid
Promotion P-value= 1.00000; X2=0.00; RMSEA= 0.000	PRO1	0.81	32.10	0.03	Valid
	PRO2	0.83	33.20	0.02	Valid
	PRO3	0.73	28.55	0.03	Valid
Social Relevance of Employer P-value= 0.58267; X2=0.00; RMSEA= 0.000	SRE1	0.72	29.44	0.02	Valid
	SRE2	0.81	35.48	0.02	Valid
	SRE3	0.89	40.65	0.02	Valid
	SRE4	0.89	41.07	0.02	Valid
	SRE5	0.85	37.63	0.02	Valid
Supervisory P-value= 0.76431; X2=0.00; RMSEA= 0.000	SP1	0.86	38.83	0.02	Valid
	SP2	0.84	37.02	0.02	Valid
	SP3	0.91	42.70	0.02	Valid
	SP4	0.87	39.66	0.02	Valid
	SP5	0.84	37.14	0.02	Valid
Work Culture P-value= 0.18330; X2=0.00; RMSEA= 0.016	WC1	0.68	27.49	0.02	Valid
	WC2	0.74	30.57	0.02	Valid
	WC3	0.62	24.30	0.03	Valid
	WC4	0.81	35.39	0.02	Valid
	WC5	0.86	38.67	0.02	Valid
	WC6	0.86	38.32	0.02	Valid
	WC7	0.83	36.69	0.02	Valid
	WC8	0.81	35.20	0.02	Valid
Work Life Balance P-value= 0.07066; X2=0.00; RMSEA= 0.068	WLB1	0.62	24.12	0.03	Valid
	WLB2	0.83	35.61	0.02	Valid
	WLB3	0.89	39.75	0.02	Valid
	WLB4	0.81	34.78	0.02	Valid
Working Condition P-value= 1.00000; X2=0.00; RMSEA= 0.000	WCON1	0.86	36.81	0.02	Valid
	WCON2	0.84	35.74	0.02	Valid
	WCON3	0.78	32.47	0.02	Valid

Table 3 above shows that the entire structure of the questions above has a loading factor > 0.30 so that it has a high contribution to explain the latent construct. Meanwhile, the results of the CFA method personality

trait construct test obtained 3 indicators, namely vigor, absorption, and dedication with a total of 17 valid items (model fit at P-value > 0.05; positive loading factor; t-value > 1.96). See Table 4.

**Table 4 Confirmatory Factor Analysis (CFA) Work Engagement and Questions Item Results**

Indicator	Item	Factor Loading	T-value	Standard Error	Item Test
Vigor P-value= 0.40389; X2=0.00; RMSEA= 0.000	V1	0.84	35.95	0.02	Valid
	V2	0.88	38.61	0.02	Valid
	V3	0.84	36.64	0.02	Valid
	V4	0.60	22.84	0.03	Valid
	V5	0.82	35.33	0.02	Valid
	V6	0.61	22.99	0.03	Valid
Absorption P-value= 0.92157; X2=0.00; RMSEA= 0.000	A1	0.60	17.26	0.03	Valid
	A2	0.33	11.02	0.03	Valid
	A3	1.12	22.12	0.05	Valid
	A4	1.13	20.70	0.05	Valid
	A5	0.28	10.43	0.03	Valid
	A6	0.46	14.04	0.03	Valid
Dedication P-value= 0.75252; X2=0.00; RMSEA= 0.000	D1	0.87	38.42	0.02	Valid
	D2	0.90	40.85	0.02	Valid
	D3	0.84	36.46	0.02	Valid
	D4	0.78	33.02	0.02	Valid
	D5	0.68	27.25	0.02	Valid

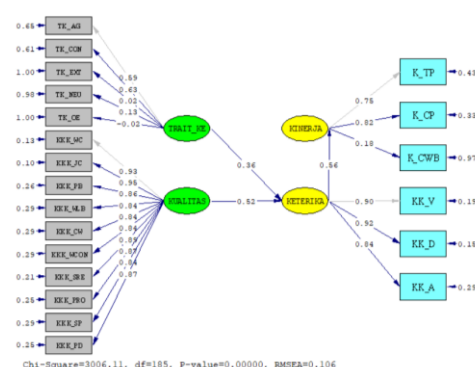
Table 4 above shows that from the item test it turns out that A5 with a loading factor  $< 0.30$  is a contradictory item. Example item A5, responsibilities that are difficult to be made by driver partners because while working, some of them forget everything around them. When viewed from the contribution to the indicator, it appears that items A3 and A4 with a loading factor  $> 0.30$  are the items with the highest contribution to the indicator vigor, absorption, and dedication.

## 4.2. Structural Equation Modeling (SEM) Testing

### 4.2.1. The Role of Personality Traits and Quality of Work Life on Job performance with Work Engagement as a Mediator

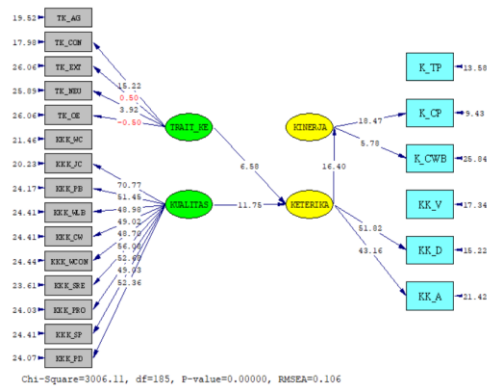
The results of the data processing below can be obtained, namely the role of personality traits and quality of work life on job performance mediated by work engagement having a fit relationship with a NFI (Normed Fit Index) value  $> 0.900$  and a CFI (Comparative Fit Index) value  $> 0.900$ . The theorized model is supported by empirical data and model analysis that can be continued. The relationship between latent variables, namely personality trait variables with positive work engagement (coefficient =  $+0.36$ ) and significant (t-value =  $6.58$ ), quality variables work life and positive work engagement with (coefficient =  $+0.52$ ) and significant (t-

value =  $11.75$ ) and work engagement variables with positive job performance (coefficient =  $+ 0.56$ ) and significant (t-value =  $16.40$ ). It can be said that all latent variable relationships are positive and have a t-value  $> 1.96$ , so that this relationship can be trusted to be 95% correct with a possible error of 5%.



**Figure 1** The Role of Personality Traits and Quality of Work Life on Job performance with Work Engagement as Mediator (Standardized Solution)

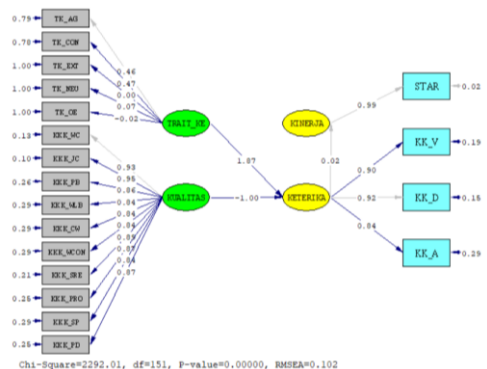




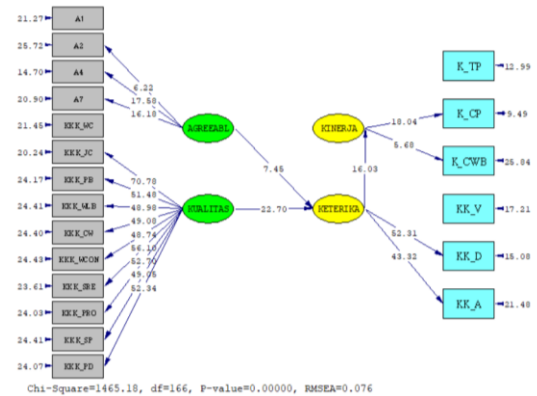
**Figure 2** The Role of Personality Traits and Quality of Work Life on Job performance with Work Engagement as a Mediator (T-value)

#### 4.2.2. The Role of Personality Trait and Quality of Work Life on Star Rating Job performance with Work Engagement as a Mediator

The data processing results below can be obtained, namely the role of personality trait and quality of work life on star rating job performance mediated by work engagement has a fit relationship with the value of the NFI (Normed Fit Index) > 0.900, the value of the CFI (Comparative Fit Index) > 0.900, and the value RMSEA < 0.05. Thus the theorized model is supported by empirical data and model analysis that can be continued. The results showed that the dimensions agreeableness with (coefficient = 0.46); dimension of conscientiousness with (coefficient = 0.47) and (t-value = <13.43); dimension of extraversion with (coefficient 0.00) and (t-value = <0.01); dimension of neuroticism with (coefficient 0.07) and (t-value = 2.54); dimension of openness to experience with (coefficient = -0.02) and (t-value = -0.89). By considering the positive coefficient value and t-value > 1.96, the agreeableness and conscientiousness dimensions are proven as the dimensions that build the relationship of the model above. However, if it is observed structurally it turns out that the relationship between the dimensions of quality of work life and the dimensions of work engagement is negative (coefficient = 1.00) and significant (t-value = -4.16).



**Figure 3** The Role of Personality Trait and Quality of Work Life on Star Rating Job performance with Work Engagement as a Mediator (Standardized Solution)

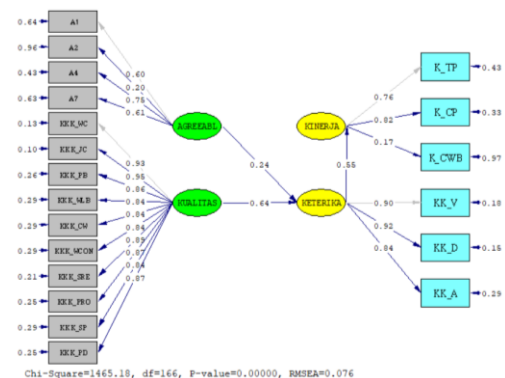


**Figure 4** The Role of Personality Trait and Quality of Work Life on Star Rating Job performance with Work Engagement as a Mediator (T-value)

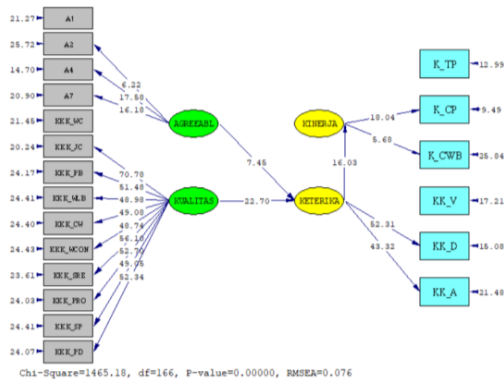
#### 4.2.3. The Role of Agreeableness and Quality of Work Life on Job performance with Work Engagement as a Mediator

The explanation below shows that the role of agreeableness and quality of work life towards job performance is mediated by work engagement having a fit relationship with a NFI (Normed Fit Index) value > 0.900 and a CFI (Comparative Fit Index) value > 0.900. Thus the theorized model is supported by empirical data so that the analysis of the model can proceed. The relationship between latent variables, namely the agreeableness variable to work engagement is positively related to (coefficient = +0.24) and significant (t-value = 7.45), the variable quality of work life and work engagement are positively related to (coefficient = +0.62) and significant (t-value = 22.70) and work engagement variables on job performance are positively related to (coefficient = +0.55) and significant (t-value = 16.03).

The explanation below can be concluded that all latent variable relationships are positive and have a t-value > 1.96, so that this relationship can be trusted to be 95% with a possible error of 5%. Thus it is evident that there is a relationship between agreeableness and quality of work life on job performance mediated by work engagement.



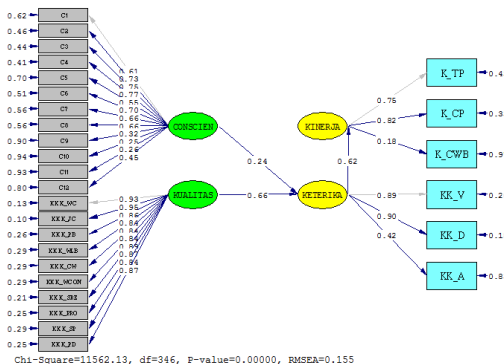
**Figure 5** The Role of Agreeableness and Quality of Work Life on Job performance with Work Engagement as a Mediator (Standardized Solution)



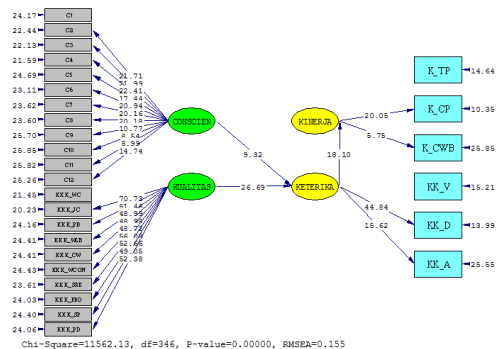
**Figure 6** The Role of Agreeableness and Quality of Work Life on Job performance with Work Engagement as a Mediator (T-value)

#### 4.2.4. The Role of Conscientiousness and Quality of Work Life on Job performance with Work Engagement as a Mediator

The explanation below shows that the role of conscientiousness and quality of work life on job performance is mediated by work engagement and does not have a fit relationship. It means that there is no Goodness of Fit value according to the established standard. Thus the theorized model is not supported by empirical data and the analysis of the model cannot be continued.



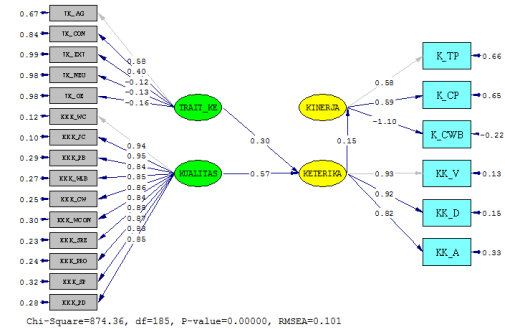
**Figure 7** The Role of Conscientiousness and Quality of Work Life on Job performance with Work Engagement as a Mediator (Standardized Solution)



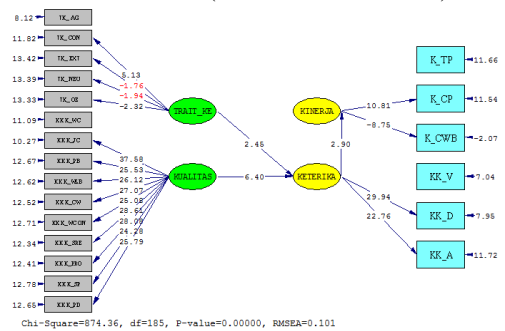
**Figure 8** The Role of Conscientiousness and Quality of Work Life on Job performance with Work Engagement as a Mediator (T-value)

### 4.3. Testing Structural Equation Modeling (SEM) Analysis of Additional Data

#### 4.3.1. The Role of Personality Traits and Quality of Work Life on High Job performance with Work Engagement as a Mediator



**Figure 9** The Role of Personality Trait and Quality of Work Life on High Job performance with Work Engagement as a Mediator (Standardized Solution)



**Figure 10** The Role of Personality Traits and Quality of Work Life on High Job performance with Work Engagement as a Mediator (T-value)

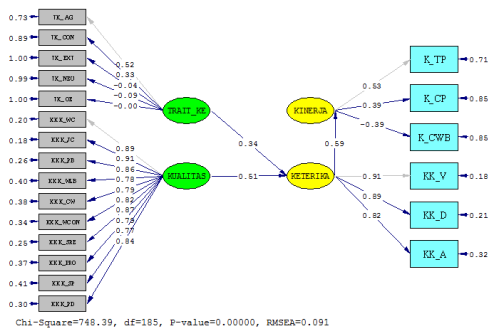
The explanation above shows the role of personality traits and quality of work life on job performance mediated by work engagement to high-performing subjects having a fit relationship with RMSEA (Root Mean Square Error of Approximation) value  $< 0.08$ , NFI (Normed Fit Index) value  $> 0.900$  and CFI value (Comparative Fit Index)  $> 0.900$ . Thus the theorized model is supported by empirical data so that the analysis of the model can proceed.

The relationship between latent variables as follows trait personality variables on work engagement is positively related to (coefficient =  $+0.30$ ) and significant (t-value =  $2.45$ ), the variable quality of work life and work engagement are positively related to (coefficient =  $+0.57$ ) and significant (t-value =  $6.40$ ) and work engagement variables are positively related to (coefficient =  $+0.15$ ) and significant (t-value =  $2.90$ ). Thus it can be concluded in the structural model, personality traits in high-job performance subjects have a relationship with other latent variables. It means

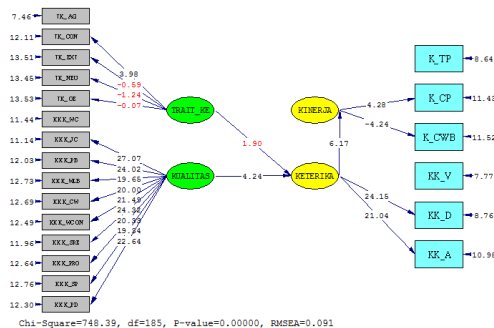
personality trait as a variable that strengthens the relationship between structural models.

The explanation above can be concluded that there is a personality trait relationship and the quality of work life on job performance mediated by work engagement to high-job performance subjects. If we look at the contribution of each dimension to the latent variable, then the job performance is the counterproductive work behavior dimension of 100%, work engagement is the vigor dimension of 87%, personality trait is the dimensions of agreeableness of 33% and the quality of work life on the job characteristics dimension of 90 %.

#### 4.3.2. The Role of Personality Traits and Quality of Work Life on Low Job performance with Work Engagement as a Mediator



**Figure 11** The Role of Personality Trait and Quality of Work Life on Low Job performance with Work Engagement as a Mediator (Standardized Solution)



**Figure 12** The Role of Personality Traits and Quality of Work Life on Low Job performance with Work Engagement as a Mediator (T-value)

The explanation above shows the role of personality traits and quality of work life on job performance mediated by work engagement to low-performing subjects having a fit relationship with RMSEA (Root Mean Square Error of Approximation) value <0.08, NFI (Normed Fit Index) value > 0.900 and CFI value (Comparative Fit Index) > 0.900. Thus the theorized model is supported by empirical data so that the analysis of the model can proceed.

The relationship between latent variables as follows trait personality variable on work engagement is positively related to (coefficient = +0.34) and not significant (t-value = 1.90), work quality and work engagement variables are positively related to (coefficient = +0.51) and significant (t-value = 4.24) and work engagement variables are positively related to (coefficient = + 0.59)

and significant (t-value = 6.17). Thus it can be concluded in the structural model, personality trait in low-performing subjects has no relationship with other latent variables. This means that personality trait is not a variable that strengthens the relationship between structural models. The conclusion is not proven that there is a personality trait relationship and the quality of work life on job performance mediated by work engagement to low-performing subjects.

## 5. DISCUSSION

The presentation of this study shows that the researcher further examined the role of personality traits and the quality of work life with work engagement as a mediator on the basis of job performance. Where, divides into high and low job performance. In high-job performance subjects, there is a relationship of all positive and significant variables, if examined deeper it turns out that the personality trait variable is not significant in the dimensions of extraversion and openness to experience the contribution of 0%. However, the dimensions of neuroticism get significant results. However, when viewed from the three dimensions it has a negative coefficient. Thus the only role in the dimensions of conscientiousness and agreeableness that has a relationship with personality trait on driver partners.

The explanation above can be concluded that if the driver partners are seen from low job performance, then personality traits get insignificant results on work engagement. That is, their low-performing driver partners do not understand their personality. They only work on the basis of business as usual but there is no introspection in him to improve the quality of service to PT X and passengers. Personality trait determines work engagement as a mediator, if the individual does not know himself then he cannot rely on work relationships, he only relies on the quality of his work life. While high-performing individuals they combine to become attached to their work so that he can understand himself or his personality and the quality of work life.

The weakness of this research is that the dimension of conscientiousness cannot be further processed because the data obtained from the field does not support the concept of the theory being built. The points of conscientiousness can not be understood by the driver partners. Examples of conscientiousness items are poorly understood and contain multiple understandings, such as "Actually I often have to prepare myself for exams, but unfortunately, I often ignore them" and "Sometimes I do not carry out the tasks / jobs given by the authorities (teacher / supervisor)."

Subsequent explanation, the job performance model used in this study, namely, personality traits and the quality of work life on job performance with work engagement as a mediator is still not perfect. There is no previous research which states that personality traits as internal factors and quality of work life as external factors together have a relationship with job performance so there is no comprehensive model. Then, for personality trait as an internal factor, many have done research and proven to influence job performance. While there is still little research on the relationship between quality of work life as an external factor with job performance.

In this research model, the agreedableness dimension as a moderator in the relationship between quality of work life

and job performance is mediated with work engagement, it is proven that the agreeableness dimension does not act as a moderator with (coefficient = -0.13) and (significant = -4.80). Thus, the research model is not acceptable. Exposure related to the role of quality of work life on work engagement has a negative relationship (t-value = -4.16). However, this role cannot be accepted because accordance with Wahlberg et al. [33] research that the

## 6. CONCLUSIONS

The conclusion from the results of this study is that work engagement can act as a mediator for personality traits and the quality of work life for driver partners job performance. It is seen that the role of the mediator has positive and significant results on job performance. However, when viewed in personality trait variables and work quality as the dependent variable. It turns out that personality traits need to be followed up further. That is, personality traits to job performance mediators have different effects.

The explanation above, needs to be viewed in terms of the task job performance dimensions of the job performance variables, as well as in terms of high-performing and low-performing subjects. Then, the dimension of personality trait towards the mediator of work engagement that influences is agreeableness and conscientiousness. When viewed from high-job performance and low-job performance subjects, personality traits do not have a significant effect on work engagement mediators. With the mediator of work engagement influenced by the dimensions of agreeableness and conscientiousness on personality trait variables and the quality of work life, it will produce high-performing driver partners.

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