JURNAL ILMIAH MANAJEMEN DAN BISNIS

The Influence Of Competency, Work Environment On Work Involvement And Job Satisfaction

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Abstract

This study aims to determine the competence and work environment on job involvement and job satisfaction of employees at PT. Yamaha Music Manufacturing Indonesia. The sample in this study was 100 contract employees, using purposive sampling technique. The analysis used is SEM PLS research to test the Inner model, outer model and hypotheses. The results of the study stated: (1) Competence has an effect on work involvement by 55.2%. (2) The work environment has an effect on work involvement by 39.1%. (3) Competence has an effect on job satisfaction by 36.2%. (4) The work environment has an effect on job satisfaction by 35.2%.

INTRODUCTION

Job satisfaction is often determined by how well the results are met or in line with expectations (Kambey & Trang, 2016). The problem faced by the company is how to create and manage employees in a company so that they are able to create job satisfaction from their employees. In obtaining the maximum level of employee job satisfaction, the company certainly has an important task to carry out development by paying attention to things that can help to measure employee job satisfaction.

According to (Kembau et al., 2018) in simple terms, job satisfaction is defined as a person's feelings towards work. The nature of job satisfaction itself is very individual, which means that the view of feeling satisfied between an individual and another individual will be very different. According to (Robbins P and Judge 2015) states that there are four response actions that will be taken by employees as a result of the level of satisfaction they have, namely: leaving, behaving actively, loyal, indifferent.

According to Bakker in (Pranitasari, 2019), job involvement is a statement related to active positive work that is characterized by enthusiasm, dedication, and absorption. According to (Pranitasari & Rozaq, 2019) work involvement is the degree to which employees are known in their work, actively participate in the workplace, and view important achievements for themselves. Employees who have a

high level of work involvement in work can be seen by their high concern for work, a feeling of psychological attachment to work and strong belief in their ability to complete work (Coulter, 2016).

Many factors affect job satisfaction, one of which is the work environment (Khuzaimah, 2017). Competence is a basic characteristic of a person (individual) that influences the way of thinking and acting, making generalizations to all situations faced and lasting long enough in humans. According to (Pranitasari et al., 2019) the work environment includes clear job descriptions, which challenge communication patterns, harmonious working relationships, dynamic work climate, career opportunities and adequate work facilities.

Research on employee job satisfaction and job involvement has been widely carried out by researchers, including (Khuzaimah, 2017) showing that the variables of career development, competence and work environment partially have a significant effect on employee satisfaction. (Arimbawa & Giantari, 2019) showed that non-financial compensation variables, physical work environment, and competence had a positive effect on employee job satisfaction. (Kembau et al., 2018) shows that the job involvement variable and the work competence variable have a significant simultaneous effect on the job satisfaction variable. (Pranitasari & Rozaq, 2019) conducted work involvement research and proved that teamwork, career development and self-development are important factors to encourage employee job involvement. (Arimbawa & Giantari, 2019) produced a study which stated that financial compensation, physical work environment and competence had an effect on employee job satisfaction. (Renyut et al., 2017) resulted in a research conclusion that organizational commitment had a positive and significant effect on job satisfaction, while organizational commitment had a positive and insignificant effect on employee performance. (Agbozo et al., 2017) with the results of environmental research having an important influence on employee satisfaction. (Saeed & Nasir, 2016) with research results showing that there is an influence of the work environment on motivation and the influence of motivation on job satisfaction and motivation to mediate between the work environment and job satisfaction.

Based on the above background, it can be concluded that employees who work with good competence, create a harmonious work environment, will achieve the target of the company's vision and mission. Therefore, researchers are interested in conducting research on the effect of competence, and work environment on job involvement and job satisfaction of employees.

The research was conducted on employees of PT. Yamaha Music Manufacturing Indonesia due to various problems in work involvement and job satisfaction of employees, especially for contract employees. In addition, employees and their environment are required to always be disciplined considering the increasingly fierce competition in the industrial business world in the field of musical instruments. PT. Yamaha Music Manufacturing Indonesia is one of the largest industrial companies in the field of musical instruments, so it has thousands of employees and produces millions of musical instruments. With that many employees, the company must have competent employees, so that an

employee can help other employees to have high work involvement. With good work involvement, a comfortable and safe work environment will be created in carrying out their work.

LITERATURE REVIEW

Job satisfaction

Job satisfaction according to (Renyut et al., 2017) is Job satisfaction is the work achieved in carrying out the tasks assigned to him based on the actualization of work based on the achievement of work goals, work performance, target realization, and welfare.

According to (Robbins & Judge, 2015) some people believe that job satisfaction can be measured from the following aspects: the salary of the job itself, co-workers, promotions, and leadership attitudes towards subordinates.

Job satisfaction felt by everyone is very different, there are many aspects that influence it. Some of these aspects are very important to support the achievement of job satisfaction. The fulfillment of one's needs has an impact on the achievement of one's work value for the work that has been carried out (Pranitasari & Saputri, 2020).

According to another opinion by Asad in (Kembau et al., 2018) simply, job satisfaction is defined as a person's feelings about work. The nature of job satisfaction itself is very personal, which means that the perception of satisfaction from one person to another will be very different.

Luthans in (Pangemanan et al., 2017) there are five dimensions of job satisfaction proposed, namely: the work itself, wages, promotions, supervision, and colleagues. Meanwhile (Pranitasari & Saputri, 2020) uses job satisfaction indicators, namely: achievement, recognition, the work itself, growth, and progress.

Competency

According to (Wibowo, 2016) competence is the ability to do or carry out a job or task that is based on skills and knowledge and is supported by the work attitude needed for the job. Thus, competence means skills or knowledge characterized by professionalism in a particular field as the most important, as superior in that field.

From an etymological point of view, competence is defined as a behavioral dimension of the expertise or excellence of a leader or staff who has good skills, knowledge and behavior. Competence is a person's knowledge, abilities and skills or personal qualities that determine a person's level of behavior and experience in carrying out his work with the aim of producing excellent results in his work (Putu et al., 2016).

According to Narimawati in (Armaniah, 2018), she classifies competence dimensions into 3, namely: intellectual competence, emotional competence, and social competence. Meanwhile, the competency indicators according to Sutrisno in (Meidita, 2019) are: motivation, nature, self-concept, knowledge, and skills.

The competency indicators according to Hutapea and Thoha in (Meidita, 2019) are knowledge, skills, work attitudes, speech, behavior. (Khuzaimah, 2017) uses the following competency indicators: self-concept, attitudes, values or self-image, knowledge, skills, traits, and motivation.

Work environment

Pranitasari & Kusumawardani (2021) work environment includes clear job descriptions, adequate authority, challenging targets, communication patterns, harmonious working relationships, dynamic work climate, career opportunities, and adequate work facilities. According to (Aisyaturrido et al., 2021) the work environment is very important for employees and companies, because a conducive work environment will provide a sense of security and comfort to employees, so they can work optimally. The work environment according to Sedarmayanti in (Aisyaturrido et al., 2021) states that the work environment is all the tools and materials encountered, the environment in which a person works, the way employees work, and their work arrangements (either alone or as a group).

Agbozo et al. (2017) stated that an attractive and supportive work environment is very important for job satisfaction. The work environment has many characteristics that can affect physical and mental health. A quality workplace is essential to maintain a variety of worker tasks and work effectively.

The work environment can be grouped into three distinct but interrelated forms. These are the physical work environment, psychological work environment and social work environment (Pranitasari et al., 2019).

According to Pranitasari (2019), the indicators of the work environment are: lighting, temperature, air, noise, odors in the workplace, space required, work security, employee relations. Meanwhile, Mangkunegara in (Elizar & Tanjung, 2018) indicators that affect the work environment are cleanliness, lighting, noise, temperature, spatial planning, relationships with colleagues and leaders.

Work involvement

According to Robbins & Judge (2015) work involvement is the visibility that employees enjoy at work, the extent to which they actively participate in the workplace and see important achievements for themselves. According to Coulter (2016), employees who are very involved will support the type of work being done and are very concerned about the work. Employees' high attention to work, their psychological attachment to work, and their strong belief in their ability to get the job done can indicate that they are highly engaged in work.

Pranitasari & Rozaq (2019) stated that work involvement can be measured into 3 dimensions, namely: vigor, dedication, and absorption. Kembau, Sendow, and Tawas (2018) state that job involvement is a measure of an individual's psychological support for his work and the level of performance achieved as a measure of self-esteem.
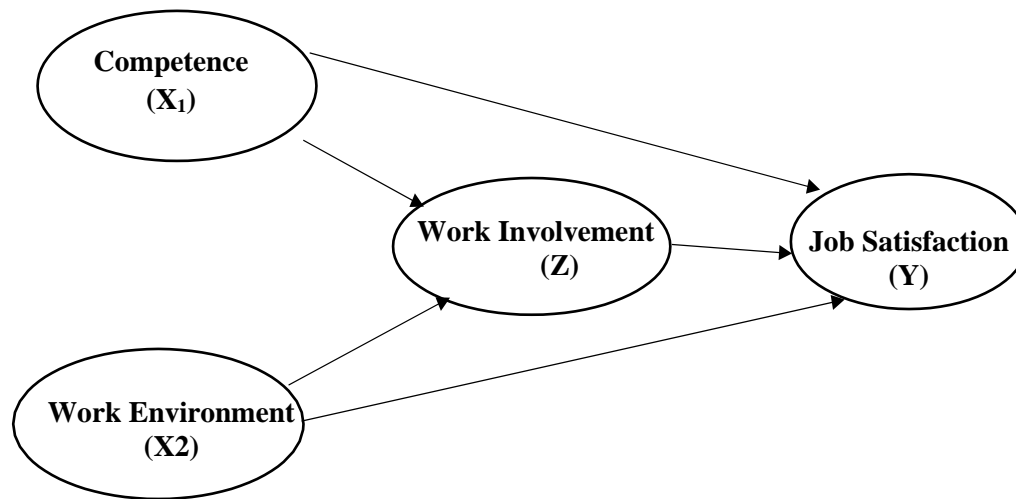
Chart 1. Research Thinking Framework

METHOD

The research was conducted on employees of PT. Yamaha Music Manufacturing Indonesia, especially for contract employees, here the researcher wants to know how the job satisfaction of contract employees is. The population is all employees of PT Yamaha Music Manufacturing Indonesia, totaling 2400 employees for the period March 2021. The sampling technique used is purposive sampling. Purposive sampling is a technique for obtaining data sources by considering certain factors (Sugiyono, 2017). The considerations used are contract employees, and the sample in this study is set at 100 employees.

In the preparation of indicators and research instruments for job satisfaction variables are Luthans in (Novita et al., 2016), (Pangemanan et al., 2017), (Pranitasari & Saputri, 2020); competence are (Meidita, 2019), (Berlian, 2018) and (Khuzaimah, 2017); work environment are (Pranitasari & Saputri, 2020), (Pranitasari et al., 2018), (Elizar & Tanjung, 2018); work involvement are (Pranitasari & Rozaq, 2019), (Pranitasari, 2019), (Kembau et al., 2018). The indicator variables in this study can be seen in Table 1.

Table 1. Research indicators

Variable	Indicators
Job Satisfaction	the work itself
	wages, promotions
	supervision
	colleagues
Competence	Knowledge
	Skills
	work attitudes

Variable	Indicators
	speech
	behavior
Work Environtment	Lighting
	Temperature
	Air
	Noise
	odors in the workplace
	space required
	work security
	employee relations
Work Involvement	Vigor
	Dedication
	Absorption

Data analysis technique in this research uses Structural Equation Modelling (SEM), a multivariate analysis technique which is a combination of regression analysis applied to the analysis of latent variables with factor analysis applied to the analysis of indicators (Sanjiwani et al., 2015). The reason for using SEM analysis techniques is because this analysis technique is to be able to find out how the relationships occur between latent variables, besides that it can also find out how the indicators of the latent variables are formed. Which forming indicators are dominant and how strong a latent variable can explain the variation that occurs in the forming indicators. This will deepen the discussion that can be given in this study. Furthermore, data processing uses Partial Least Square Structural Equation Model (PLS-SEM) software.

Analysis of the measurement model or outer model Analysis of the outer model is done by looking at:

1. Indicator validity

   a. Convergent validity, namely the value of the factor loading on the latent variable with its indicators. Convergent validity is seen from the factor loading value. In accordance with the rule of thumb, the factor loading value is 0.5 (Hair, 2017) (F. Hair Jr et al., 2014)but some experts say the minimum rule is 0.4 (Haryono, 2017). In addition, 0.5 Average Variance Extracted (AVE) was used (Jogiyanto, 2015).

   b. Discriminant validity, namely the cross factor loading value to find out whether the construct has an adequate discriminant, by comparing the factor loading on the intended construct to be greater than the factor loading with other constructs.

2. Construct reliability, namely the measurement or measurement of measuring instruments that have consistency when done with the measuring instrument is done repeatedly. Evaluation of the value of construct reliability was measured by the value of Cronbach's alpha and composite reliability. The rule of thumb for Cronbach's alpha value is 0.6 and composite reliability is 0.7.

Analysis of the structural model or inner model includes the path coefficient between constructs and the Goodness of Fit Index (GoF). Goodness of Fit (GoF), describes the total fit of the model which is calculated from the squared residual of the predicted model compared to the actual data.

RESULTS AND DISCUSSIONS

Respondents are contract employees of PT. Yamaha Music Manufacturing Indonesia with the following description: 63% of the majority age is 20 – 30 years, 58% of the gender are male, and 41% of the majority have 1 – 5 years of service.

Outer Model Analysis

Data calculations were carried out 2 times to obtain convergent and discriminant validity.
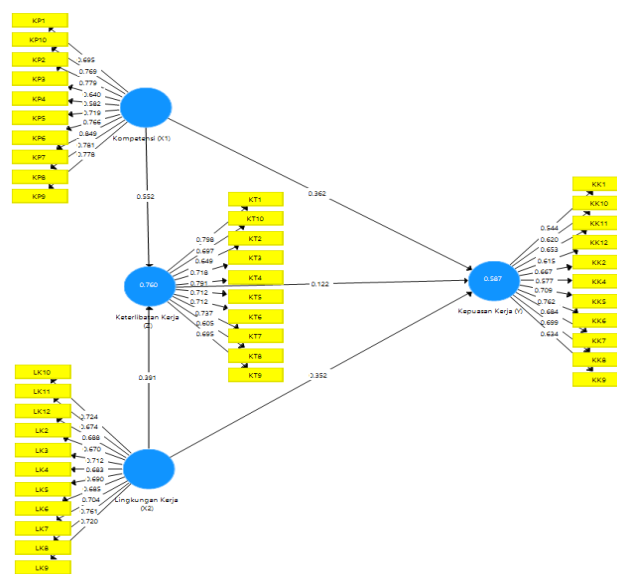

Chart 2. Results of Data Processing II

From Chart 2 above, the largest loading factor value on the job satisfaction variable (Y) is contained in the KK6 indicator of 0.762 which contains the statement "I am happy with promotions (promotions) that often occur in the company", on the work involvement variable (Z) contained in the indicator KP7 of 0.849 which contains the statement "Knowledge that I have can help in improving employee performance", on the competence variable (X1) contained in the KT1 indicator of 0.798 which contains the statement "The work I am engaged in is interesting for me", and on the work environment variable (X2) is contained in the LK8 indicator of 0.761 which contains the statement "Air conditions in the work environment provide comfort to me while working".

From the results of composite reliability (CR) because it is considered better to estimate the internal consistency of a construct and the value of composite reliability (CR) must be greater than 0.7 even though the value of 0.6 is still acceptable (Jansen 2019). Based on this, the construct is said to be reliable if the composite reliability (CR) I value is > 0.700. Based on Table 1 the results obtained show that the composite reliability value for each variable is greater than 0.700 so it can be concluded that each variable in the study is declared reliable.

Tabel 1. *Composite Reliability*

Variable	*Composite Reliability*	*Rule of Thumb*	Conclusion
Job Satisfaction (Y)	0.891	0.700	Reliable
Work involvement (Z)	0.912	0.700	Reliable
Competence (X1)	0.923	0.700	Reliable
Work Environment (X2)	0.914	0.700	Reliable

(Source: data processing, 2021)

Inner Model Analysis

Table 2. *Model Fit*

	Saturated Model	Estimated Model
NFI	0.515	0.515

(Source: data processing, 2021)

In this study, the fit model is seen from the NFI (Normed Fit Index) value which is a comparison measure between the null model and the model that has been formed. The NFI value itself varies from 0 (no fit at all) to 1.0 (perfect fit). Capital will be declared perfect fit if it is close to number 1 (Ghozali 2017). Based on this, the NFI value in table 4.6 is at 0.515, which means the model is declared to have a sufficient fit.

The inner model or also called the inner relation is a description of the relationship between latent variables (structural model). Structural models with indicator variables can be evaluated using R-Square for the dependent construct and t test as well as the significance of the coefficients of the structural path parameters. The R-Square itself is used to measure how far the model's ability to explain the variation of the dependent variable (Ghozali 2017). The R-Square value for endogenous latent variables in a structural model is identified that the model is good if the value is 0.67, the model is moderate if the value is 0.33, and the model is weak if the value is 0.19.

Table 3. *R Square Coefficient*

Variabel	R *Square*
Job Satisfaction (Y)	0.587
Work involvement (Z)	0.760

(Sumber: data processing, 2021)

Based on table 3 above, it is known that the value of R Square on the job satisfaction variable (Y) is 0.587, it means that variations or changes in job satisfaction (Y) are influenced by competence (X1) and work environment (X2) by 58.7% while the rest is 41.3 % is influenced by other factors. Based on this, it is said that the value of R Square on the job satisfaction variable (Y) is moderate to close to good. Furthermore, the value of R Square on the work involvement variable (Z) is 0.760, it means that variations or changes in work involvement (Z) are influenced by competence (X1) and work environment (X2) by 76% while the remaining 24% is influenced by other factors. . Based on this, it is said that the value of R Square on the work involvement variable (Z) is good because it is close to 1. The results of direct and indirect hypothesis testing are presented in the Table 4.

Table 4. *Direct Effect* **to Job Involvement (Z)**

Effect	T Statistics (|O/STDEV|)	Conclusion
Competence → Work involvement	7.217	Significant
Work Environment → Work involvement	4.935	Significant
Competence → Job Satisfaction	2.273	Significant
Work Environment → Job Satisfaction	3.312	Significant
Work involvement → Job Satisfaction	0.756	Not Significant
Competence → Work involvement → Job Satisfaction	0.749	Not Significant
Work Environment → Work involvement → Job Satisfaction	0.717	Not Significant
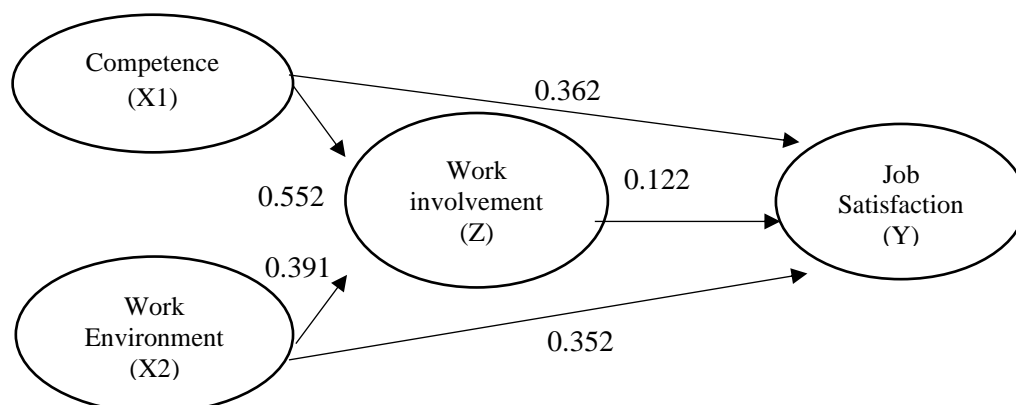
Chart 2. Path Coefficient Graph

From Table 4 and Chart 3 above, it is known that competence has a direct effect on job involvement by 55.2%, meaning that increasing employee competence will increase employee work involvement. This is in line with the research of (Renyut et al., 2017), (Meidita, 2019), (Murgianto et al., 2016).

The work environment has a direct effect on work involvement by 39.1%, meaning that the more conducive the work environment will increase employee work involvement. This is in line with the research of (Agbozo et al., 2017), (Aisyaturrido et al., 2021), (Kambey & Trang, 2016), (Pranitasari et al., 2019).

Competence has a direct effect on job satisfaction by 36.2%, meaning that the higher the competence of employees, the higher the job satisfaction of employees. This is in line with the research of (Kembau et al., 2018), (Berlian, 2018), (Nasrul et al., 2020).

The work environment has a direct effect on employee job satisfaction by 35.2%, meaning that the more conducive the work environment will increase employee job satisfaction. This is in line with the research of (Pranitasari et al., 2018).

Job involvement has no effect on job satisfaction. This means that employee job satisfaction is not determined whether the employee has vigor, dedication or absorption in carrying out his work. This is not in line with the research of (Kembau et al., 2018).

Competence has no effect on job satisfaction through job involvement. This means that employee work involvement does not mediate employee competence and job satisfaction, employees can be satisfied at work because they have competence. The work environment has no effect on job satisfaction through job involvement. This means that work involvement does not mediate the work environment and job satisfaction, employees can be satisfied working because of a conducive work environment.

CONCLUSIONS

Based on the description of the discussion in the previous chapter, it can be concluded into several things, namely:

1. Competence has a significant effect on work involvement by 55.2%. That is, with better competence, employee work involvement will increase.

2. The work environment has a significant effect on work involvement by 39.1%. That is, with a more comfortable work environment, employees will increase their work involvement.

3. Competence has a significant effect on job satisfaction by 36.2%. That is, with better competence, employee job satisfaction will increase.

4. The work environment has a significant effect on job satisfaction by 35.2%. That is, with a more comfortable work environment, employee job satisfaction will increase.

5. Job involvement only has an effect of 12.2% so it can be concluded that job involvement has no significant effect on job satisfaction. That is, the higher or lower the employee's work involvement, the less affect their job satisfaction.

6. Job involvement does not mediate competence in influencing job satisfaction.

7. Job involvement does not mediate the work environment in influencing job satisfaction.

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