Proceedings of the International Conference on Multidisciplinary Science
https://ojs.multidisciplinarypress.org/index.php/intisari
Volume 1, Issue 1 (2024) pages 353-364

Optimization of Job Satisfaction Through Competencies

Lasber Manullang[1], Mesra B[2]
Universitas Pembangunan Panca Budi, Indonesia
*Email Correspondence: mesrab@dosen.pancabudi.ac.id

Abstract
This research is useful for looking at the influence of work environment, flexibility on job satisfaction and competence.This research took as its object a BPJS Employment company office, Pematang Siantar and Kisaran Branches. The lack of work environment at BPJS Employment Pematang Siantar and Kisaran Branches can also affect work flexibility, because these two things have a close continuity. The conditions of the work environment around the research actually have several problems for the employees who work there. Employee discomfort at work will certainly affect employee flexibility so that the satisfaction of company officials will certainly have an influence. Even though the assessment of the work environment is again a personal assessment of each employee, in general, in fact it does have an influence on work flexibility and job satisfaction. Several things that happened at BPJS Employment Pematang Siantar Branch and Kisaran Branch were the lack of communication between employees and even between employees and superiors, which was one of the reasons for the poor working environment. This lack of communication between employees will cause new problems that will affect work flexibility and possibly even more employees' future. The results of this research are as follows:Work Flexibility has a positive and insignificant effect on Job Satisfaction with an original sample value of 0.161 and a p value of 0.154. Work Flexibility has a positive and significant effect on Competency with an original sample value of 0.786 p value 0.000. Competency has a positive and significant effect on Job Satisfaction with an original sample value of 0.583 and a p value of 0.000. Work Environment has a positive and significant effect on Job Satisfaction with an original sample value of 0.193 and a p value of 0.016. Work Environment has a positive and significant effect on Competency with an original sample value of 0.165 and a p value of 0.016. Job Flexibility has a positive and significant indirect effect on Job Satisfaction through Job Satisfaction with a value of 0.457 and a p value of 0.000. Work Environment has a positive and significant indirect effect on Job Satisfaction through competency with an original sample value of 0.096 and a p value of 0.000.

Keywords: Work Environment, Flexibility, Competence, Job Satisfaction

INTRODUCTION

To produce high quality products, employee motivation is very necessary to improve employee performance. The work environment is a form of employee that can influence him in carrying out the tasks given, the presence of lighting, air temperature, security, cleanliness, music, etc., as well as work that is healthy, comfortable, safe and enjoyable for employees in completing work. A pleasant work environment can help employees feel more confident in their abilities to complete tasks and achieve optimal results. On the other hand, if working environmental conditions do not meet expectations, it will have a negative impact on employee productivity levels.

Flexible working hours allow individuals to organize their daily lives more effectively and reduce work-related conflicts. As previous research shows, working flexible hours has a negative impact on employees' positive attitudes towards their work. Individuals who are asked to estimate how long it will take to start and complete their work are less likely to be satisfied with their jobs.

DOI: https://doi.org/10.5281/zenodo.12625334

Job satisfaction is a pleasant emotional state in which employees have a positive perception of their work. Job satisfaction is a person's feelings towards their work, which can be seen from the employee's attitude towards their work and everything around them.

The influencing factors that serve as benchmarks for individual employee job satisfaction can be seen from things such as age, gender, personal attitudes towards work, relationship factors between employees such as managers and employees, recommendations from co-workers, physical conditions and workplace environment, emotions and conditions. work, and external factors such as family, recreation, and education can influence employee job satisfaction. This provides motivation for employees to achieve job satisfaction. Company leaders are responsible for achieving this, because job satisfaction is a factor that is believed to motivate employee morale so that they can provide the best results for the company, so that company performance can be improved.

What happens at BPJS Employment Pematang Siantar Branch and Kisaran Branch is that the lack of communication between employees and even between employees and superiors is one of the reasons for the poor working environment conditions. This lack of communication between employees will cause new problems that will affect work flexibility and possibly even more employees' future.

METHOD

Types of research

The type of research carried out is causal associative research with quantitative techniques. According to Sujarweni (2018), quantitative research is a type of research that produces findings using statistical techniques or other quantification methods (measurements). According to Sugiyono (2014), quantitative research methods can be defined as "research methods based on positive philosophy, used to research certain populations or samples, collecting data using research instruments, quantitative/statistical data analysis, with the aim of testing predetermined hypotheses. ."

Research Population

Population includes all the traits and attributes possessed by the subject or object being studied, not just the number of individuals in it.

In this study, there were 80 employees of BPJS Employment Pematang Siantar Branch and Kisaran Branch. So the population of this study was 38 employees from BPJS Employment Pematang Siantar and 42 employees at BPJS Employment Kisaran Branch.

Sample

According to Sugiyono (2018) saturated sampling is a sample determination technique when all members of the population are used as samples. In this study, researchers used the entire population as a research sample, namely 80 Employees.

According to Arikunto (2014). If the population is less than 100 people, the sample is taken as a whole, but if the population is greater than 100 people, the sample may include

DOI: https://doi.org/10.5281/zenodo.12625334

10-15% or 20-25% of the population. Based on this research, because the population was not greater than 100 people, the researcher took 100%

Research place and research time

This research was conducted at BPJS Employment Pematang Siantar Branch Office: Jl. Sakti Lubis No. 5 Timbang Galung, Pematang Siantar City and Kisaran Branch Office: Jl. Sisingamaraja No. 460, Kisaran, Sendang Sari, Asahan, Asahan Regency, North Sumatra 21211. The research period was three months from January until completion.

Method of collecting data

Data Collection Method was obtained through a questionnaire with a four-scale assessment level (lichert). This study aims to evaluate how the independent variable affects the dependent variable. MethodA questionnaire (questionnaire method) is a series or list of questions that are arranged systematically, then sent to be filled in by the respondent.

Data analysis technique

This research uses quantitative data analysis and uses the Moderate Regression Analysis (MRA) model with the help of the SmartPLS application. The main goal of PLS is to help researchers verify theories and explain relationships between variables. Apart from that, PLS can carry out analyzes in one data test. PLS-SEM analysis usually consists of two submodels: an external model, or measurement model, and an interior model, or structural model, according to Ghozali and Latan (2015). Structural models show the estimated values of latent or constructed variables, while measurement models explain how manifest variables or observable variables can indicate variables that can be manipulated in the future.

Testing Research Instruments

Structural model testing in PLS is carried out with the help of SmartPLS software. The steps that must be taken in Partial Least Square (PLS) include:

Measurement Model (Outer Model)

In this measurement model, it can also be called the outer model, namely connecting all indicator variables with the latent variables. The outer model or often also called (outer relation or measurement model) defines how each indicator block is related to its latent variable. Outer model analysis can be seen from several indicators as follows:

- ***Convergent Validity*** is an indicator that is evaluated based on the correlation between the item or component score and the construct score. This can be seen from the standard holding factor, which shows the level of correlation between each measurement item (indicator) and its construct. According to Chin, quoted by Imam Ghozali (2015), an external load value of 0.5–0.6 is considered sufficient, but an individual reflexive

DOI: https://doi.org/10.5281/zenodo.12625334

measure is considered high if the correlation with the construct in question is more than 0.7.

- ***Discriminant Validity*** is a reflexive measurement model that is assessed through cross-loading measurements with conventional construct models. If there is a construct correlation with an item with a size that is larger than the size of the other construct, this indicates that the block has a size that is larger than the other blocks. However, based on another approach to evaluate discriminant validity, namely by comparing the squareroot average variance extracted (AVE) values,
- ***Composite reliability*** is a measure that can be used to measure a construct, which can be observed through the view of latent variable coefficients. Internal consistency and Cronbach's alpha are two tools for evaluating composite reliability. If the value is more than 0.70, the construct is considered to have high reliability.
- ***Cronbach's Alpha*** is a reliability test whose action is useful for strengthening the results of composite reliability tests. A variable is considered reliable if the Cronbach's alpha value is more than 0.7.

Structural Model (Inner Model)

Inner model analysis is carried out to ensure that the structural model built is strong and accurate. In evaluating the inner model, several indicators can be seen, namely:

1. R-Square (R2)

   R-squares for each endogenous latent variable as the predictive power of the structural model. The influence of certain exogenous latent variables on endogenous latent variables that have substantive influence can be explained by changing the R-squares value. The model can be considered strong, moderate, or weak with an R square value of 0.75, 0.50, and 0.25 (Ghozali and Latan, 2015:78). A larger R2 value indicates that the prediction model of the proposed research model is better.
2. Predictive Relevance (Q^2)

   PLS model evaluation can be carried out using the relevance of Q2 predictions or the use of example predictions to demonstrate the synthesis of cross-validation and fitting functions through predictions of observed variables and estimates of construct parameters. This can also be done by considering the size of the R-squares value. While Q2 determines how good the observation values produced by the model and its parameter estimates are, a Q2 value of less than 0 indicates that the model has predictor relevance (Ghozali and Latan, 2015).
3. Quality Indexes

   PLS path modeling can also find global optimization criteria to determine the superiority of model fitting. It is used to evaluate a simple measurement model as a whole and provides a simple measure for the overall model predictions. The GoF values are 0.10 (small GoF), 0.25 (middle GoF), and 0.36 (large GoF), according to Ghozali and Latan (2015).

Hypothesis testing

According to Ghozali & Latan (2015), two submodels are used in PLS analysis. Measurement models—known as external models—are used to test validity and reliability; Structural models—known as deep models—are used to test causality or hypotheses for predictive models.

To solve this problem, Partial Least Square (PLS) can be used. This research uses interaction tests to test the hypotheses explained previously.

In the next stage, hypothesis testing is carried out after the model has been tested as a whole and partially. According to Ghozali and Latan (2015), hypothesis testing is carried out by comparing the T-statistic value with the T-table value = 1.96 and a significance level of p = 0.05. The conclusion is that the endogenous variable has a significant influence on the exogenous variable if the T-statistic value is greater than the T-table value.

RESULTS AND DISCUSSION

Outer Model Analysis

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and manifest variables. This test includes convergent validity, discriminant validity and reliability.

Convergent Validity

Convergent validity is used to determine the validity of each indicator against its latent variable. In the SmartPLS software, to see the results of the validity, it can be seen in the outer loading table. In the outer loading table there are numbers or values that show the indicator is similar to the construct variable. The value for the indicator is said to be valid if the indicator explains the construct variable with a value of >0.7. The structural model in this research is shown in the following figure:

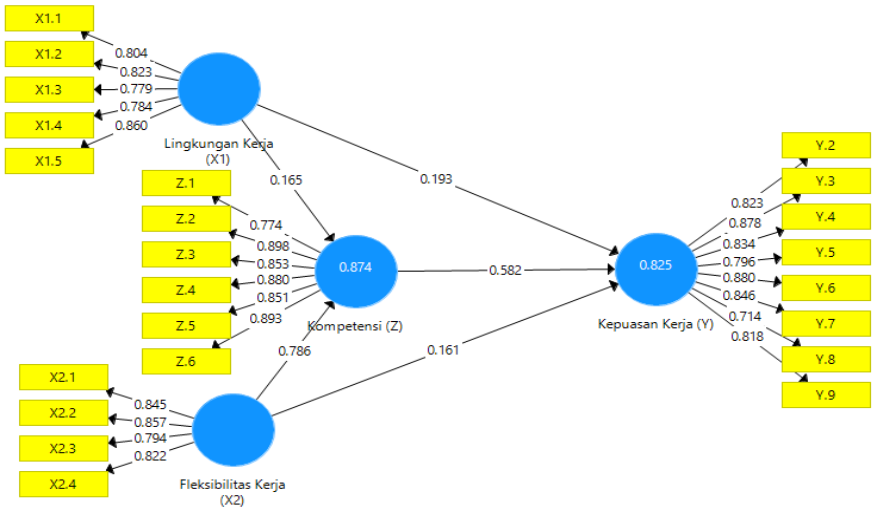

Figure 1. Outer Model
Source: Smart PLS 3.3.3

DOI: https://doi.org/10.5281/zenodo.12625334

The Smart PLS output for loading factors gives the results in the following table: Outer Loadings

In this research there is an equation and the equation consists of two substructures for substructure 1

Z = b1X1 + b2X2 + e1

Z = 0.165X1 + 0.786X2 + e1

For substructure 2

Y = b3X1 + b4X2 + b5Z + e2

Y = 0.193X1 + 0.161 X2+ 0.582Z + e2

Table 1. Outer Loadings

	Work Flexibility (X2)	Job Satisfaction (Y)	Competency (Z)	Work Environment (X1)
X1.1				0.804
X1.2				0.823
X1.3				0.779
X1.4				0.784
X1.5				0.860
X2.1	0.845			
X2.2	0.857			
X2.3	0.794			
X2.4	0.822			
Y.2		0.823		
Y.3		0.878		
Y.4		0.834		
Y.5		0.796		
Y.6		0.880		
Y.7		0.846		
Y.8		0.714		
Y.9		0.818		
Z.1			0.774	
Z.2			0.898	
Z.3			0.853	
Z.4			0.880	
Z.5			0.851	
Z.6			0.893	

Source: Smart PLS 3.3.3

It can be seen in the table above that the outer loading shows that the value of each outer loading indicator is greater than 0.7 so it is determined that the indicators in each

DOI: https://doi.org/10.5281/zenodo.12625334

variable have a value greater than 0.7 so that each indicator is declared valid and can continue research at this stage furthermore.

Discriminant Validity

Discriminant validity can be tested by looking at the cross loading table. This output is used to test discriminant validity at the indicator level with the condition that the correlation between the indicator and the late variable is > compared to the correlation between the indicator and other latent variables (outside the block). For more clarity, see the table below:

Table 2. Discriminant Validity

	Work Flexibility (X2)	Job Satisfaction (Y)	Competency (Z)	Work Environment (X1)
X1.1	0.688	0.644	0.658	0.804
X1.2	0.652	0.676	0.654	0.823
X1.3	0.713	0.665	0.703	0.779
X1.4	0.719	0.679	0.703	0.784
X1.5	0.796	0.717	0.755	**0.860**
X2.1	0.845	0.706	0.783	0.810
X2.2	**0.857**	0.822	0.836	0.795
X2.3	0.794	0.690	0.723	0.626
X2.4	0.822	0.669	0.741	0.686
Y.2	0.720	0.823	0.734	0.635
Y.3	0.759	0.878	0.815	0.685
Y.4	0.711	0.834	0.686	0.666
Y.5	0.615	0.796	0.656	0.502
Y.6	0.774	**0.880**	0.807	0.702
Y.7	0.715	0.846	0.768	0.725
Y.8	0.643	0.714	0.641	0.750
Y.9	0.802	0.818	0.788	0.817
Z.1	0.765	0.734	0.774	0.706
Z.2	0.866	0.804	**0.898**	0.765
Z.3	0.794	0.697	0.853	0.676
Z.4	0.774	0.815	0.880	0.765
Z.5	0.770	0.766	0.851	0.769
Z.6	0.830	0.807	0.893	0.740

Source: Smart PLS 3.3.3

Based on the research in table 2 above, there is a loading factot for each variable and the loading factor value is greater than the loading factor value of other latent variables. This

DOI: https://doi.org/10.5281/zenodo.12625334

can be explained by the cross loading factor of the Work Flexibility variable having a cross loading value that is greater than the cross loading value of other latent variables. , for the cross loading factor of the Job Satisfaction variable there is a value greater than the cross loading factor of other latent variables, for the cross loading factor of the Competency variable there is a value greater than the cross loading factor of other latent variables. for the cross loading factor for the Work Environment variable, there is a value that is greater than the cross loading of other latent variables. This means that in discriminant data there are valid results with each variable.

3. composite reliability

The next test determines the reliability value with the composite reliability of each construct. The construct value that is considered reliable is where the composite reliability value is above 0.6 or greater than 0.6. If the Coranbasch alpha value is also greater than 0.7 then the value of each construct in the block is considered reliable in each variable construct and if the AVE value is also above 0.7 then each variable construct is considered valid. The following is a table of loading values for the research variable constructs resulting from running the Smart PLS program in the next table:

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Work Flexibility (X2)	**0.849**	**0.898**	**0.688**
Job Satisfaction (Y)	**0.932**	**0.944**	**0.681**
Competency (Z)	**0.929**	**0.944**	**0.738**
Work Environment (X1)	**0.869**	**0.905**	**0.657**

Source: Smart PLS 3.3.3

Based on the research results in table 3 above, in the Coranbach alpha column, there is a value above 0.7 for each variable, meaning that in the Coranbach alpha column, the reliability data for each variable can be seen. In the composite reliability table, there is a value for each variable that is greater than 0.6 so it can be interpreted that all variables in the composite column have reliable data. For the AVE column there is a value greater than 0.7 for each variable so that in this study the value is declared valid in terms of AVE and further research can be carried out.

Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the structural model built is robust and accurate. The analysis stages carried out in the structural model evaluation are seen from several indicators, namely:

1. Coefficient of Determination (R2)

Based on data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table 4. R Square Results

	R Square	Adjusted R Square
Job Satisfaction (Y)	0.825	0.818
Competency (Z)	0.874	0.870

Source: Smart PLS 3.3.3

There is an R square value for the Job Satisfaction variable with a value of 0.825 if converted into a percentage to 82.5%. The influence of work environment variables, flexibility and competency is 82.5% and the rest is on other variables. The R square value of the Competency variable is 0.874 if converted into a percentage of 87.4%, meaning that the influence of the work environment and flexibility variables on Competency is 87.4% and the rest is in other variables.

Hypothesis test

After assessing the inner model, the next thing is to evaluate the relationship between latent constructs as hypothesized in this research. Hypothesis testing in this research was carried out by looking at T-Statistics and P-Values. The hypothesis is declared accepted if the T-Statistics value is > 1.96 and P-Values < 0.05. The following are the results of Path Coefficients of direct influence:

Table 5. Path Coefficients (Direct Influence)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Job Flexibility (X2) -> Job Satisfaction (Y)	0.161	1,019	**0.154**	**Rejected**
Work Flexibility (X2) -> Competency (Z)	0.786	10,787	**0,000**	**Accepted**
Competency (Z) -> Job Satisfaction (Y)	0.582	4,462	**0,000**	**Accepted**
Work Environment (X1) -> Job Satisfaction (Y)	0.193	2,150	**0.016**	**Accepted**
Work Environment (X1) -> Competency (Z)	0.165	2,158	**0.016**	**Accepted**

Source: Smart PLS 3.3.3

1. Work Flexibility has a positive and insignificant effect on Job Satisfaction with an original sample value of 0.161 and a p value of 0.154. This means that if flexibility increases, job satisfaction will not necessarily increase and if it decreases, job satisfaction will not necessarily decrease.
2. Work Flexibility has a positive and significant effect on Competency with an original sample value of 0.786 p value 0.000. This means that if work flexibility increases, competence will also increase and if it decreases, competence will also decrease.
3. Competence has a positive and significant effect on Job Satisfaction with an original sample value of 0.583 and a p value of 0.000. This means that if competence increases, job satisfaction will also increase, whereas if it decreases, job satisfaction will also decrease.
4. The work environment has a positive and significant effect on job satisfaction with an original sample value of 0.193 and a p value of 0.016. This means that if the work environment improves well then satisfaction also increases well and if the work environment decreases then satisfaction also decreases.
5. Work Environment has a positive and significant effect on Competency with an original sample value of 0.165 and a p value of 0.016. This means that if the work environment increases, competence increases and if the work environment decreases, competence also decreases.

Table 6. Path Coefficients (Indirect Influence)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Job Flexibility (X2) -> Competency (Z) -> Job Satisfaction (Y)	0.457	4,061	**0,000**	**Accepted**
Work Environment (X1) -> Competency (Z) -> Job Satisfaction (Y)	0.096	1,893	**0.029**	**Accepted**

1. Job Flexibility has a positive and significant indirect effect on Job Satisfaction through Job Satisfaction with a value of 0.457 and a p value of 0.000. This means that competence is an intervening variable because it can influence work flexibility on job satisfaction indirectly.
2. Work Environment has a positive and significant indirect effect on Job Satisfaction through competency with an original sample value of 0.096 and a p value of 0.000. This means that competence is an intervening variable because it is able to directly influence the work environment on job satisfaction.

DOI: https://doi.org/10.5281/zenodo.12625334

CLOSING

Conclusion

1. Work Flexibility has a positive and insignificant effect on Job Satisfaction with an original sample value of 0.161 and a p value of 0.154.
2. Work Flexibility has a positive and significant effect on Competency with an original sample value of 0.786 p value 0.000.
3. Competence has a positive and significant effect on Job Satisfaction with an original sample value of 0.583 and a p value of 0.000.
4. The work environment has a positive and significant effect on job satisfaction with an original sample value of 0.193 and a p value of 0.016.
5. Work Environment has a positive and significant effect on Competency with an original sample value of 0.165 and a p value of 0.016.
6. Work Flexibility has a positive and significant indirect effect on Job Satisfaction through Job Satisfaction with a value of 0.457 and a p value of 0.000.
7. The work environment has a positive and significant indirect effect on job satisfaction through competency with an original sample value of 0.096 and a p value of 0.000.

Suggestion

1. It is hoped that this research will be useful for organizations and will provide suggestions for organizations to be able to solve problems that exist in the organization.
2. It is hoped that this research will be useful for researchers as knowledge and as personal development.
3. It is hoped that this research can become reference material for new research and develop this research with the same or different models and titles.

REFERENCES

Alex, S. & Nitisemito, S. (2015). Manajemen Personalia (Manajemen Sumber Daya Manusia) (Edisi Kelima, Cetakan Keempat belas). Ghalia Indonesia, Jakarta.

Arikunto, S. (2014). Prosedur Penelitian. Rineka Cipta, Jakarta.

Badriyah, M. (2015). Manajemen Sumber Daya Manusia (Cetakan 1). CV Pustaka Setia, Bandung.

Cynthia Novita Hidayat. (2015). Pengaruh Lingkungan Kerja dan Motivasi Kerja Terhadap Kinerja Karyawan Kantor PT. Keramik Diamond Industries. AGORA, 3(2), 78-83.

Ghozali, I., & Latan, H. (2015). Partial Least Squares: Konsep, Teknik, dan Aplikasi dengan Program Smart PLS 3.0. Universitas Diponegoro, Semarang.

Handoko, T. H. (2017). Manajemen Sumber Daya Manusia (Edisi Revisi). Bumi Aksara, Jakarta.

Kezia Sarah Abednego et al. (2014). Pengaruh Schedule Flexibility Terhadap Turn Over Intention Dengan Kepuasan Kerja Sebagai Variabel Perantara di Surabaya Plaza Hotel. Jurnal Universitas Kristen Petra, Surabaya, Indonesia.

Moorhead, G., & Griffin, R. W. (2014). Perilaku Organisasi. Salemba Empat, Jakarta.

Mulyadi. (2015). Implementasi Organisasi. Gadjah Mada University Press, Yogyakarta.

DOI: https://doi.org/10.5281/zenodo.12625334

Robbins, S. P. (2015). Perilaku Organisasi. Salemba Empat, Jakarta.

Sugiyono. (2014). Metode Penelitian Pendidikan: Pendekatan Kuantitatif, Kualitatif, dan R&D. Alfabeta, Bandung.

Sujarweni, V. W. (2018). Metodologi Penelitian: Pendekatan Kuantitatif dan Kualitatif.