



© Copyright Kemala Publisher
All rights reserved

Science, Engineering and Social Science Series
ISSN/e-ISSN: 2541 – 0369/2613 – 988X
Vol. 3, No. 4, 2019, Printed in the Indonesia

Competence Contribution in Work Environment and Job Satisfaction Performance over PTSP West Jakarta

Budhi Fahlevi¹, Tantri Yanuar Rahmat Syah¹, Husein Umar¹

¹Department of Management, Faculty Economics and Business, Universitas Esa Unggul

Public service performance is an interesting topic to be studied by experts and observers of public administration issues, because a public service in government activity must be answered the community needs to facilitate a permit and non-permit services over health, education, and economy problems. The government, through a employees in charges must provide certainty of security and convenience when the public need administrative services provide a sense of satisfaction. Here, the satisfaction toward excellent service from employees can be seen from information technology application, effective and efficient work procedures with quality of the work environment to response toward problems or conflicts during the service process. The change public service institutions are able to provide the best services in public. In this study aimed to analyze the effect of competence and work environment on job satisfaction and its impact on the performance of civil servants. This study assessed competence and work environment influence job satisfaction and employee's performance. Here, we obtain all parameters data from employees especially civil servant staffs. Therefore, through the methods of pre-research surveys, we interviewed and give questionnaires. From the results, we found a correlation between the main factors that were very significant. Here, the respondents surveyed in this study were 200 civil servant staff working at the PTSP level in the village, district, and city of West Jakarta. The data were analyzed using Structural Equation Model (SEM) with data processing using Lisrel software. The results shows that competence and work environment influenced job satisfaction and had a significant impact on the performance of civil servants in PTSP West Jakarta.

Keywords: Competence, Work Environment, Job Satisfaction, and Job Performance

1. INTRODUCTION

In regional autonomy era , every local government is demanded to show a best performance to improve services over public area. The advance technology and demographic development is a made by the public's needs increase, including the need for quick, transparent and free illegal levies that will drive economic growth. It's requires by local governments to innovate by preparing a quality employees and their performance. Here, the employee performance in major role of forming an organization based on competence and a good work environment will be satisfied with their work. In addition, the performance with flexibility and creativity over human resources will develop their abilities and skills over time also the way they respond to problems with different contexts of change [1]. The role of human with

resources is needed to adopt all these changes. Thus, the organization as a place for employees has an important role and can influence the innovation and ability to absorb knowledge so that the employees' competency quality increases [2]. The environment surrounding employees must provide support to the work ability of employees because a bad environment will limit employees to recognize their abilities and reach their full potential [3]. It is very important for the organization to realize the importance of a good work environment. Here, the work environment especially the work facilities around employees can influence the way employees carry out their duties [4]. The work environment must be comprehensive in addition to physical facilities, also incorporating psychological and social effects as a prerequisite for more collective working conditions [5].

^{*}Email Address: budhi288@gmail.com

The same result which emphasize on collective or community issues due to most employees are affected by the help they receive from colleagues and supervisors as a social environment because it affects to job satisfaction and work performance [6]. Regarding the effect of job satisfaction to performance, a satisfied employees are believed to have higher levels of performance [7]. It shows that the higher job satisfaction will drastically help the organization to achieve targeted goals. From the researches above, the relationship between competence, work environment, and job satisfaction on performance. However, there are other studies that show different results related to work environment variables. The study of work environment does not have a significant effect on performance employees. From the similarities and differences in the influence of these variables, it was necessary to examine deeper how their impacts on the public sector especially in government institutions. In this context, the main purpose of this study to propose a methodology which allowed to test the effect of competence and work environment on job satisfaction and its impact on the performance of civil servants in PTSP West Jakarta.

2. METHODOLOGY

A. Competence

The basic characteristics (underlying characteristic) that is a deep personality and inherent in a person and has predictable behavior in various circumstances of work assignments also causal relationship (causally related) means competency can cause or be used to predict a person's performance, meaning that if they have high competence then they will have high performance [8]. The criteria (criteria referenced) that serve as a reference that competence would clearly predict the characteristics of a person in order to work well, must be measurable and specific or standardized. The competency dimensions include: intellectual ability which reflects the strategic perspective, analysis, and assessment, work planning, with organizing [9]. The interpersonal ability which is an effort to manage cooperation, persuasive and assertive attitudes, decision making, interpersonal sensitivity, and oral communication: adaptability which is the ability to adapt to the surrounding environment; the ability to result orientation (result orientation) includes energetic attitude and initiative, achievement motivation, and sensitivity in handling daily work [10].

B. Work Environment

The work environment consists of employee safety, job security, good relations with colleagues, recognition of good performance, motivation to perform well and participation in the company's decision-making process

[11]. He explained that once employees realized that the company considered them important, they would have a high level of commitment and a sense of ownership of their organization. Related to the work environment with the productivity, the dimensions which include a physical working environment of the employee, the psychosocial working environment of the employee, and work wellbeing [12].

C. Work Environment

The work environment consists of employee safety, job security, good relations with colleagues, recognition of good performance, motivation to perform well and participation in the company's decision-making process [11]. He explained that once employees realized that the company considered them important, they would have a high level of commitment and a sense of ownership of their organization. Related to the work environment with the productivity, the dimensions which include a physical working environment of the employee, the psychosocial working environment of the employee, and work wellbeing [12].

D. Job Satisfaction

Job satisfaction to organization is often used to measure individual attitudes toward the organization. As a dimension of job satisfaction, the five things: pay, job (nature of work), promotion opportunities, supervisors, and co-workers [13]. Rewards are the level of compatibility between the payment and the work done also job is intended as a extent the job in considered attractive while promotion opportunity is defined as the availability of opportunities to advance and get awards to improve career and quality of work. The supervision is the use of interpersonal skills from the direct supervisor while the co-worker factor is very important if there are colleagues who are friendly, competent, and provide support.

E. Performance

Regarding performance dimension, the highlighted five things: Quality, Quantity, Timeliness, Cost Effectiveness, Need for supervision, and Interpersonal impact [14]. A quality concerns the level of error, damage done by employees and accuracy done when doing their jobs. Whereas, the quantity is related to the minimum amount of work produced in accordance with the target. The timeliness is related to the time needed to complete an activity or produce a product. Cost Effectiveness is related to the level of use of organizational resources (people, money, materials, technology). Need for

supervision related to the ability of individuals to complete work or work functions without or with assistance or supervision intervention from the leader. Interpersonal impact is the ability of individuals in enhancing his/her feeling of confidence.

F. Correlation between competence and job satisfaction

The Preliminary studies on competence is defined innate characteristics or knowledge that can be taught by others related to the interests of the organization. Competence must be able to be identified and developed so that employees get satisfaction at work [15, 16]. Employees who have competence will affect their job satisfaction level both when working on a given task or when working with employees from other departments [17]. From the results of the literature on hypotheses, it can be stated:

H1: competence has positive effect on employees' job.

G. Correlation between Work Environment and Job Satisfaction

The existing work environment in the organization has an important role to support the success of the institution's goals. This is because the existing work environment will directly give impact to the services provided by employees to consumers, in this case is the public. The working condition will affect job satisfaction, because employees are concerned with a comfortable physical work environment [18]. In this study, we will provide a more positive level of job satisfaction. The employee productivity and job satisfaction is determined by an extraordinary level, in the environment in which they work [19]. The work environment involves all aspects that act and react to the body and mind of an employee. Based on previous research references, we want to know whether there was a relationship between work environment and job satisfaction where I did the research. From the literature above, the hypothesis proposed is:

H2: The work environment has a positive effect on job satisfaction

H. Correlation between competence and job performance

Here, employee competencies are reflected in three dimensions of knowledge, skills, and attitude dimensions. These three dimensions show a significant positive effect on employee performance. The revealed that organization that pay attention to the capabilities and utilization of the knowledge and skills of their workforce is the key to achieve sustainable competitive advantage [18]. Based on

the previous research described above, the following hypotheses can be drawn:

H3: Competence has a positive effect on performance.

I. Correlation between work environment and performance

Work environment is anything that exists around the workers/ employees that can affect employee job satisfaction in carrying out their work so that optimal work results will be obtained. The employee performance is strongly influenced by the work environment [19]. Here, emphasized the role of working conditions and employment performance relations in the case of workers especially in industry. Companies or organizations need to consider improving environmental factors to improve employee performance. However, it should also consider other studies that show different results, such as revealed that the work environment such as facilities and infrastructure do not significantly influence the performance of workers [20]. According to him, incentives turn out to be more influential in improving employee performance because it is related to welfare and a sense of security at work. Based on the previous research described above, the following hypotheses can be drawn:

H4: The work environment has a positive effect on performance.

J. Correlation between job satisfaction and performance

Human resources are the most vital assets for organizational development. Obtaining the best requires a large movement by the organization and its management. If human resources or employees are happy and capable, the organization will provide the best for its employees. However, if they are not in the expected situation, they might cause an organizational loss due to performance cannot be maximized. The relationship exploration between job satisfaction and performance can be determine whether there is a relationship that can be empirically proven between these two variables and the direction and intensity of the relationship [21]. The success of an organization is often considered to be caused by morale and employee satisfaction. The testing factors related to job satisfaction that contribute significantly to organizational performance, one of which showed that there is an impact of the majority of job satisfaction factors on organizational performance [22].

Based on the previous research described above, the following hypotheses can be drawn:

H5: Job satisfaction has a positive effect on employee performance.

From the explanation above, the research model can be shown in figure 1.



Figure 1. Research Model

3. RESULT AND DISCUSSION

This research was conducted at the PTSP Service Unit in West Jakarta. The aspects studied were competency, work environment, job satisfaction and performance of civil servants. The study was conducted using survey methods. Data was collected by distributing questionnaires to civil servant staff working in PTSPs at the village, district, and city levels. Data analysis method in this study used Structural Equation Modeling (SEM) using Lisrel test equipment. The sampling process was done using the entire population of civil servants and the number meets the requirements for the SEM method, the five times of the number of questions analyzed. In this study, the sample studied was employees in the PTSP West Jakarta. In this research questionnaire, there were 40 questions, so that the minimum number of samples needed was 200 respondents. The scale adopted a Likert scale using the SS category (strongly agree), S (agree), R (doubtful), TS (disagree), STS (strongly disagree). However, this study eliminates the middle (doubtful) answer category. Thus, many researcher can eliminate the hesitant answer (R) to avoid the respondent who cannot decide and prefer giving a neutral answer, because a neutral answer will lead to a tendency towards the middle answer or between agree and disagree. Therefore, the scale used 1 to 4 (a four-point Likert scale), up to the following criteria; (1) strongly agree, given a score of 4; (2) agree, given a score of 3; (3) disagree, given a score of 2; (4) strongly disagree, given a score of 1.

A. Measurement

In this study, there were two exogenous variables, namely competence and work environment and two endogenous variables namely job satisfaction and employee performance. Measurement of competency variables was using measuring from work environment variables. The measurement of job satisfaction variables using measurement of performance variables. In addition to that, test validity was done based on Kaiser-Msyer-Olkin sampling size (KMO) and size measures adequacy of sampling (MSA). In this testing process, the value obtained must be greater than 0.500 which means that the factor analysis was suitable for use and could be further processed. The competency scale consisted of 10 questions and all were valid because of the value (MSA> 0.500), the scale of the work environment consisted of 9 questions and all were valid (MSA> 0.500). The job satisfaction scale consisted of 13 questions and all were valid (MSA> 0.500) while, the performance scale consisted of 8 questions and all were valid (MSA> 0.500). Reliability test with a Cronbach alpha showed value> 0.5, which means reliable.

B. Result

Analysis of all tests almost showed a good match such as Chi Square, RMSEA, ECVI, AIC, CAIC, and Fit Index. There were results in the form of marginal fit of Critical N and Goodness of Fit. Furthermore, this research produced the following path diagram:

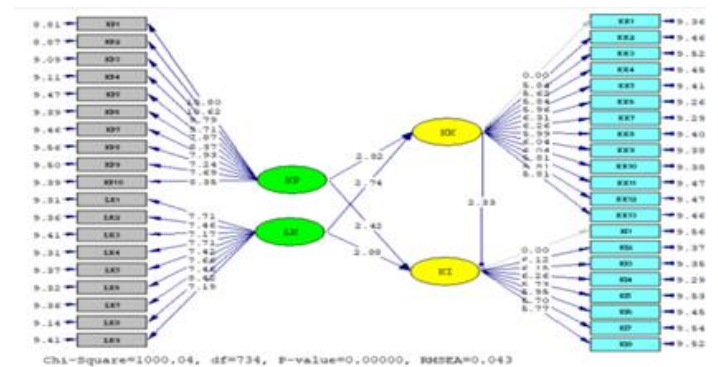


Figure 2. Path Diagram t-value

Figure 2 shows path Diagram T-Value was a hypothesis in this research and presented in the table of hypothesis testing as follows:

Table 1. Hypothesis Testing Research Model

Hypothesis	Description	t-value	Description
H ₁	Effect of employees' competence (KP) to job satisfaction (KK)	2,82	Positively significant correlated
H ₂	Effect of between work environment (LK) to job satisfaction (KK)	2,74	Positively significant correlated
H ₃	Effect of employees' competence (KP) to performance (KI)	2,42	Positively significant correlated
H ₄	Effect of work environment (LK) to performance (KI)	2,88	Positively significant correlated
H ₅	Effect of job satisfaction (KK) to performance (KI)	2,33	Positively significant correlated

C. Discussion

In the results of testing the first hypothesis (H1), it was found that the results of the analysis supported the hypothesis that employee competence had a significant positive effect on job satisfaction. This can be seen from the T-Value which showed a value of 2.82 which was greater than the T-Table 1.97. The effect given by the employee competency variable was positive, which means that if the employee competency variable increased, the job satisfaction variable would also increase. Therefore, in theory, job satisfaction is influenced by competence to identified five dimensions of competence, namely: Intellectual Capability which reflect the strategic perspective, analysis and assessment, work planning, and organizing. In the second hypothesis testing (H2), it was found that the results of the analysis supported the hypothesis that the work environment had a significant positive effect on job satisfaction. This can be seen from the T-Value which showed a value of 2.74 which was greater than the T-Table 1.97. The effect given by the work environment variable was positive, which means that if the work environment variable increased, the job satisfaction variable would also increase. The work environment has a positive effect on employee job satisfaction. Work is improved, so job satisfaction variables will also increase. In the results of the third hypothesis (H3) testing, it was found that the results of the analysis support the hypothesis that employee competence had a significant positive effect on performance. This can be seen from the T-Value which showed a value of 2.42 which was greater than the T-Table 1.97. The effect given by the employee competency variable was positive which means that if the employee competency variable increased, the performance variable would also increase. In the fourth hypothesis testing (H4), it was found that the results of the analysis supported the hypothesis that the work environment had a significant positive effect on performance. It can be seen from the T-Value which showed a value of 2.88 which was greater than the T-Table 1.97. The effect given by the work environment variable was positive, which means that if the work environment variable increased, the performance variable would also increase. On the results of testing the fifth hypothesis (H5), it was found that the results of the analysis supported the hypothesis that job satisfaction had a significant positive effect on performance. This can be seen from the T-Value which showed a value of 2.33 which was greater than the T-Table 1.97. The effect given by the job satisfaction variable was positive, which means if the job satisfaction variable increased then the performance variable would also increase.

D. Managerial Implication

This study revealed that staff competence in an organization has an important role. Appropriate competence in an organization influences performance and job satisfaction. Competence is the ability to handle

the work needed and can be recognized in the current era. Lack of competency can be overcome as follows providing learning opportunities through education, technical guidance, study assignments, and study permits; involving staff in all service processes carried out by the PTSP Service Unit so that there is a process of SOP internalization and organizational regulation; included in the work discussion meeting and the discussion of a permit issue. The managerial implications of employee competency improvement involve the Head of Office, Head of Human Resources Department, Head of Units in the city, district and village as well as Head of Administration Department. The physical work environment at PTSP has changed quite a lot but it is not evenly distributed and standardized. Changes to new work equipment were carried out in the second year of PTSP, which began in 2016, so it is necessary to continue procurement, especially computer equipment and other information technology support equipment. For the social work environment, PTSP already employs PHL (casual daily employee), CRO (customer relation employee), and AJIB team (motorized vehicle shuttle). The support for this work environment must naturally be carried out from the provincial level to the TSP in district level. There are still some constraints in job satisfaction in terms of promotion policies based on rank and class as well as employee performance. At the moment, the promotion is no longer using the auction format. If it continues to use this method, the PMPTSP DKI Jakarta Province Office should use data from the Assessment Center in DKI Jakarta Province Regional Personnel Agency (BKD) as consideration. In addition, DPMPTSP DKI Jakarta Province also sees employee track records through the percentage of attendance, employee innovation, and the number of disciplinary penalties received. The Head of Personnel Section must monitor and coordinate with the Regional Civil Service Agency (BKD) and Provincial Human Resources Development Agency (BPSDM) DKI Jakarta.

4. CONCLUSIONS

The results can be concluded from this study: (1) there is an effect of competence on job satisfaction of civil servants in PTSP West Jakarta, it can be considered that good competency will create high job satisfaction; (2) there is an influence of the work environment on the job satisfaction of civil servants in PTSP West Jakarta, it can be said that an adequate work environment can create a sense of satisfaction at work; (3) there is an influence of competence on the performance of civil servants in PTSP West Jakarta, it can be said that high employee competency can form a better improvement; (4) there is an influence of the work environment on the performance of civil servants in PTSP West Jakarta, it can be said that employee performance will be better if supported by the fulfillment of a quality work environment; (5) there is an influence of job satisfaction on the performance of civil servants in PTSP West Jakarta, it can be said that

employees who are satisfied with their work will be able to show better performance in accordance with the needs of the organization. Here, The delimitation in this study refer to several weaknesses in this study. Some of the delimitation in this study include: (1) not all staff in the DKI Jakarta Province PMPTSP Service became the object of research because of time and distance limitations, (2) limited variables discussed where competence was not just employee competency, to be more in-depth, further research can explore organizational competencies which are more influential in creating staff performance. Further researchers can study in-depth about research in organizational performance in government agencies. This research was limited to only discuss work environment and job satisfaction variables, there are still many other variables which can affect employee performance such as work motivation, leadership style, or work culture. These variables need to be elaborated in order to get a more comprehensive performance formulation, especially for employees who work in government agencies

References

- [1]. Agbozo, G. (2017). The Effect of Work Environment on Job Satisfaction: Evidence from the Banking Sector in Ghana. Kumasi Ghana : Journal of Human Resource Management, 5(1), 12. <https://doi.org/10.11648/j.jhrm.20170501.12>
- [2]. Armstrong, M. (2009). Armstrong'S Handbook. Retrieved from file:///C:/Users/HP/Downloads/Armstrong's handbook of human resource management practice 11th edition3086.pdf
- [3]. Bakotić, D. (2016). Relationship between job satisfaction and organisational performance. Economic Research-Ekonomska Istrazivanja, 29(1), 118–130.
- [4]. Dulewicz, V. (1989). Assessment Centres as The Route to Competence. Personal Management 11
- [5]. Ganiron Jr, T. U. (2017). Job Satisfaction as Determinants of Organizational Performance. 81(2), 279–291.
- [6]. Hager, P and Andrew G. (2015). What is Competence?. Sidney : www.researchgate.net/publication/232061493
- [7]. Hair, A., Tatham, and Black. (2008). Multivariate. Data Analysis Fifth.
- [8]. Inuwa, M. (2016). Job Satisfaction and Employee Performance: An Empirical Approach. The Millennium University Journal, 1(1).
- [9]. Ivancevich, J.M.,Konopaske,R., and Matteson,M.T. (2005). The Relation Between Job and life satisfaction: Evidence from Aremote Mining Community, Human Relation. vol,53,No.,6.,807-839
- [10]. Jayaweera, T. (2015). Impact of Work Environmental Factors on Job Performance, Mediating Role of Work Motivation: A Study of Hotel Sector in England. International Journal of Business and Management, 10(3), 271–278.
- [11]. Jeon, J. R., Chen, N., & Lee, A. (2014). Effect of Competency At Work on Job Satisfaction and Organizational Commitment in the Restaurant Industry. (February), 1–8.
- [12]. Kaur, S. (2014). Impact of Work Environment On Job. International Journal of Scientific and Research Publications, 4(1), 1–8.
- [13]. Kolibáčová, G. (2014). The relationship between competency and performance. Acta Universitatis Agriculturae et Silviculturae Mendelianae Brunensis, 62(6), 1315–1327.
- [14]. Khan, S., Azhar, Z., Parveen, S., Naeem, F., & Sohail, M. (2012). Exploring the Impact of Infrastructure, Pay Incentives and Workplace Environment on Employees performance (A Case Study of Sargodha University). Asian Journal of Empirical Research, 2(4), 118–140.
- [15]. Khan, U., Irfan., Kashif A., and Wajid Z. (2015). Impact of HR Competencies on Employee's Job Satisfaction. Islamabad : Journal of Resources Development and Management, Vol.5.
- [16]. Martini, I. A. O., Rahyuda, I. K., Sintasih, D. K., & Piartini, P. S. (2018). The Influence of Competency on Employee Performance through Organizational Commitment Dimension. IOSR Journal of Business and Management (IOSR-JBM), 20(2), 29–37. <https://doi.org/10.9790/487X-2002082937>
- [17]. Raziq, A., & Maulabakhsh, R. (2015). Impact of Working Environment on Job Satisfaction. Procedia Economics and Finance, 23(October 2014), 717–725.
- [18]. Robbins, S. (2006). *Perilaku Organisasi, Prentice Hall, 10th Edition (bahasa Indonesia version)*. Jakarta : PT. Indeks
- [19]. Salunke, G. (2015). Work Environment And Its Effect On Job Satisfaction In Cooperative Sugar Factories in Abhinav International Monthly Refereed Journal of Research in Management & Technology. 4(5).
- [20]. Samson, G. N., Waiganjo, M., & Koima, J. (2015). Effect of Workplace Environment on the Performance of Commercial Banks Employees in Nakuru Town. International Journal of Managerial Studies and Research (IJMSR), 3(12), 76–89. Retrieved from www.arcjournals.org
- [21]. Spector, P. (1997). Job satisfaction: Application, assessment, causes and consequences, Thousand Oaks, CA., Inc (Vol. 3). Sage Publications
- [22]. Tamkin, P. (2005). The Contribution of Skills to Business Performance. Brighton : Institute For Employment Studies. 146.

Received: 1 October 2019, Accepted: 04 December 2019