

The Mediating Effect of Work Engagement on Competence, Work Environment and Job Satisfaction

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ABSTRACT

This study aims to determine the competence and work environment on job engagement and job satisfaction of employees for 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 engagement by 55.2%. (2) The work environment has an effect on work engagement 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%. (5) Work engagement has no significant effect on job satisfaction. (6) Work engagement does not mediate competence in influencing job satisfaction. (7). Work engagement does not mediate the work environment in influencing job satisfaction.

1. INTRODUCTION

The problem facing the company is how to create and manage employees in the company to increase their satisfaction with their work. According to Kembau, Sendow, and Tawas (2018) in simple terms, job satisfaction is defined as a person's feelings about 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.

Employees with a high level of work engagement are identified by a high level of interest in work, a sense of psychological connection to work, and a strong belief in their ability to get the job done (Coulter, 2016). According to Bakker in Pranasari (2019), work engagement is an active and positive work-related statement characterized by enthusiasm, dedication, and acceptance. According to Pranasari and Rozaq (2019), work engagement is the degree to which employees perceive their work, actively participate in the workplace, and identify outcomes that are important to them.

Many factors affect job satisfaction, one of which is the work environment (Khuzaimah, 2017). Competence is A person's basic traits (individuals) influence thinking and behavior, generalize all situations, and last long enough in humans. Pranasari & Maulana (2022), the work environment includes communication patterns, harmonious work relationships, dynamic work environments, career opportunities, and clear job descriptions that challenge the right work environment.

Research on job satisfaction and work engagement has been widely carried out by researchers, including Kembau et al. (2018) shows that the job engagement and competence have a significant simultaneous effect on job satisfaction. Arimbawa & Giantari (2019) shows that non-monetary compensation variables, actual working environment and competence have a positive impact on job satisfaction. Pranasari & Rozaq (2019) conducted work engagement research and proved that teamwork, career development and self-development are important factors to encourage employee job engagement. Arimbawa & Giantari (2019) produced a study which stated that financial compensation, physical working environment and competence affect job satisfaction. Kusuma (2021) the role of employee engagement mediates the influence of quality of work life on employee performance.

Based on the above background, one can conclude that employees who work with good competence, create a harmonious work environment, will achieve the target of the company's vision and mission, and based on previous studies, no one has conducted research on job engagement and job satisfaction by looking at the influence of competence and work environment. Therefore, researchers are interested in investigating the impact of competence and work environment on employee engagement and job satisfaction. The research was conducted on employees of PT. Yamaha Music Manufacturing Indonesia due to various problems in work engagement 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 engagement. With good work engagement, a comfortable and safe work environment will be created in carrying out their work.

2. LITERATURE REVIEW

Job satisfaction. Job satisfaction is a positive emotional state generated by evaluating one's work experience (Kambey & Trang, 2016). Job satisfaction is the result of an evaluation through a comparison or analysis of thoughts, feelings between expectations and reality, or the results of one's efforts (Pranitasari & Saputri, 2020).

Novita et al. (2016) reveals that there are several indicators of job satisfaction, namely:

- a. The work itself. Job satisfaction is the main source of satisfaction.
- b. Wages. It is known that wages and salaries are important but cognitively complex and multidimensional factors that affect job satisfaction.
- c. Promotion. Promotion opportunities tend to have different impacts on job satisfaction because promotions take many forms and carry many benefits.
- d. Supervision. Supervision is an important source of job satisfaction. There are two dimensions of supervisory style that affect job satisfaction. The first is employee-oriented and the second is participation or influence, as illustrated by managers who allow people to participate in decision-making.
- e. Work colleague. Co-workers or team members are the simplest source of job satisfaction for every employee. Work groups, especially strong teams, act as a source of support, comfort, advice and assistance to individual members.
- f. Working Condition. The impact of the work environment on job satisfaction is the same as the impact of the work group. If all goes well, there is no problem with job satisfaction.

Competence. Competence is a fundamental characteristic of every person related to criteria related to better or effective performance in a position or situation (Indrayani & Suwandana, 2016). 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.

According to Armaniah (2018) she classifies competency dimensions into 3, namely:

1. Intellectual competence is the ability to perform various mental activities - think, reason and solve problems. Individuals in most societies value intelligence highly, and for right reasons.
2. Emotional competence is a person's ability to accept, evaluate, manage and control the emotions of oneself and others around him. In this case, emotions relate to feelings about relationship information.
3. Social competence is the ability of individuals to work together, build social interactions with the surrounding environment through the use of knowledge about themselves and skills and the ability to communicate with a sense of empathy.

Competency indicators according to Khuzaimah (2017) are as follows:

1. Self-concept, attitudes, values or self-image.
2. Knowledge and information that people have in a particular field.
3. Skills, namely the ability to complete certain physical or mental tasks.
4. The nature, physical characteristics, and consistent response to situations or information.
5. Motivation, something that people always think or want to cause action.

Work environment. According to Sedarmayati (2009) 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). An attractive and supportive work environment is essential 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 (Agbozo, 2017). Aisyaturrido et al. (2021) states the work environment is very important for employees and companies, because a conducive work environment will give employees a sense of security and comfort, so they can work optimally.

The work environment includes clear job descriptions, adequate authority, challenging work goals, communication methods, harmonious working relationships, dynamic work atmosphere, career opportunities, and appropriate work facilities (Khuzaimah, 2017). It can be concluded that the work environment is everything around employees, both physical and non-physical, which can directly or indirectly affect themselves and their work in the workplace (Pranasari et al., 2021). 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 (Pranasari, 2019b).

Work Engagement. Job engagement is a participatory process that uses all the abilities of employees to increase commitment to the company's success, so that members of the organization can participate, so that they understand their role in work. In this case, a person will participate and express himself physically and emotionally while working at the company (Pranasari, 2022). Employee engagement has two benefits, namely: First, it increases the possibility of making good decisions, better planning or making more effective improvements, because it also includes people's views and ideas that are directly related to the work situation. Second, employee participation can also increase the sense of ownership and responsibility in decision-making by involving parties who must implement the decision (Pranasari et al., 2022).

Pranasari (2019a) states that work engagement can be measured into 3 dimensions, namely:

1. Vigor (Moral) is an aspect of employee engagement, which is characterized by high physical and intellectual abilities when completing company tasks.

2. Dedication is an aspect of job engagement which is characterized by the enthusiasm of employees at work. Dedicated employees will make their work fruitful, inspiring and challenging.
3. Absorption is one aspect of work engagement, the characteristic of which is the behavior of employees causing them to pay full attention to their work. During work, employees feel time passes quickly and it is difficult to separate themselves from work.

Relationship between Research Variables

1. Effect of Competence on Job Engagement. In a previous study conducted by Dharmayana et al. (2012) the results showed that competence and school engagement had a positive effect on performance. Lim (2016) this study verified the impact of implementing national competency standards on job engagement. So based on the description above, it can be assumed that competence has an effect on job engagement. Elshifa et al. (2020) has a positive value between the work engagement variable and the competency variable, meaning that the better the work engagement, the higher the employee's competence. Subsequent research by Based on the explanation above, it can be assumed that competence has an effect on work engagement (H1).
2. Influence of Work Environment on Work Engagement. In previous research conducted by Kusendi (2017) the relationship between the work environment and work engagement has a positive and significant relationship. In addition, research conducted by (Pranitasari, 2019) shows that the positive driving factor for work engagement is a harmonious relationship with colleagues, superiors and subordinates. Similarly, research by Pranitasari & Rozaq (2019); Diah Pranitasari et al. (2019); Pranitasari (2019b); Pranitasari et al. (2021) dan Pranitasari et al. (2022) who concluded that the work environment affects work engagement. Based on the explanation above, it can be assumed that the work environment affects work engagement (H2)
3. The Effect of Competence on Job Satisfaction. In a previous study conducted by Renyut et al. (2017) the results showed that work competence had a significant effect on job satisfaction. This research is in line with the results of other empirical studies conducted by Berlian (2018), Iskandar and Juanda in Kembau et al, (2018) showing that work competence carried out by an organization has a positive and significant effect on increasing employee satisfaction. Competence according to Wibowo in Arimbawa & Giantari (2019) Work ability based on skills and knowledge and supported by work attitudes required by the job. based on experience and learned internally. personal values to carry out tasks professionally, effectively and efficiently. The results of research from Sari in Arimbawa and Giantari (2019) found that competence and work environment had a significant effect on job satisfaction. Based on the explanation above, it can be assumed that competence has an effect on job satisfaction (H3).
4. Effect of Work Environment on Job Satisfaction. In a study of this variable conducted by Arimbawa & Giantari (2019), the physical work environment has a positive and significant effect on job satisfaction. This condition is in accordance with the results of research conducted by Pranitasari & Saputri (2020) that the physical work environment has a

significant effect on employee job satisfaction. In addition, according to the results of research conducted by Wibowo in Arimbawa & Giantari, (2019) found that the physical work environment has a positive and significant effect on employee job satisfaction. Based on the explanation above, it can be assumed that work environment has an effect on job satisfaction (H4).

5. Effect of Work Engagement on Job Satisfaction. In the research conducted by Yakup (2017) based on the results of the analysis, it is known that the significance value of the employee work engagement variable. In this study conducted by Aryanti & Herawati (2021) showed the results if there was an influence between work engagement and job satisfaction.. This means that the higher the level of employee engagement in carrying out community service tasks, the higher the employee satisfaction. The results of this study indicate that job satisfaction is created by the employee's work participation index, namely employees actively participate in work, and by always participating in every job, employees place their work above their personal interests, whether government or not. Compared to employees who are relatively less involved in work, employees who are more involved in various organizational activities will be able to serve the community effectively and improve organizational performance. Arini et al. (2021) show that job engagement has a positive and significant effect on job satisfaction of female lecturers at FEB UNSRAT. Based on the explanation above, it can be assumed that work engagement has an effect on job satisfaction (H5).

Based on the literature review above, the structure of the research model can be described as can be seen in Figure 1.

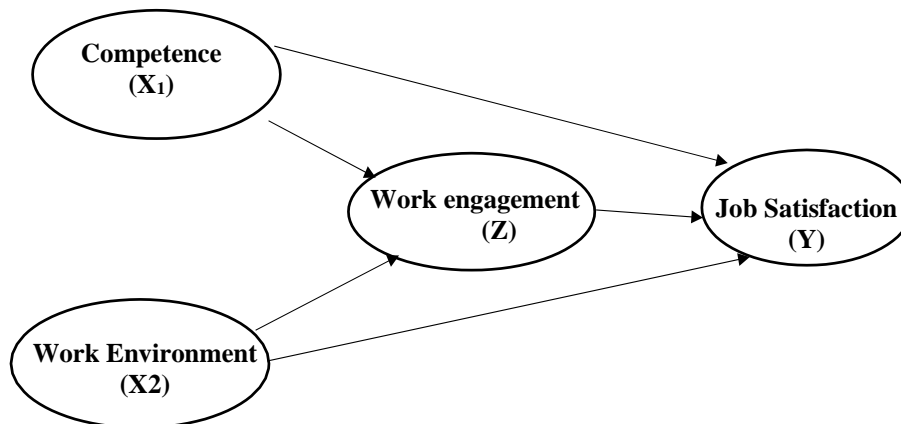


Figure 1. Research Framework

Source: Researcher, 2021

3. RESEARCH METHODS

The study was carried out 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, total 2400 employees for the period March 2021. The sampling technique used is purposive sampling. Purposive sampling is a technique for extracting data sources considering specific factors (Sugiyono, 2017). The consideration used was agency workers, and the sample for this survey is set to 100 employees.

In the preparation of indicators and research instruments for:

1. Job satisfaction variables are Luthans in Novita et al., (2016), Pangemanan et al., (2017), Pranasari & Saputri (2020)
2. Competence variables are Khuzaimah (2017), Berlian (2018), and Meidita (2019)
3. Work environment variables are Pranasari et al. (2018), Elizar & Tanjung (2018), Pranasari (2019a), and Pranasari & Saputri (2020)
4. Work engagement variables are Kembau et al. (2018), Pranasari & Rozaq (2019), Pranasari (2019), Pranasari & Kusumawardani (2021), and Pranasari (2022).

The data analysis method for this study used Structural Equation Modeling (SEM). It is a multivariate analysis method that combines regression analysis to analyze latent variables and factor analysis to analyze indicators (Sanjiwani et al., 2015). The reason to use SEM analysis method is because this analysis method can know how the relationship between latent variables occurs and also how indicators of latent variables are formed. Which training metrics dominate and to what extent can the latent variables explain the fluctuations in the training metrics. This deepens the discussion that can be made in this study. In addition, the data processing uses the partial least squares structural equation model (PLS-SEM) software.

Outer model or measurement model analysis outer model analysis is done by viewing:

1. Indicator validity (a) convergent validity, that is, the value of the factorial load on the latent variable and its indices. The convergence value is seen from the load value of the factor. As a rule of thumb, the factor load value is 0.5 (Hair, 2017) but some experts say the minimum rule is 0.4 (Haryono, 2017). For Average Variance Extracted (AVE) was used 0.5 (Jogiyanto, 2015), (b) discriminant validity, the value of factorial load verifies whether a structure is good discriminant by comparing the factorial load of the desired structure more than the factorial load of other structures.
2. Constructive reliability, a measurement or measurement of a measuring instrument that is consistent when performed with a measuring instrument performed repeatedly. The evaluation of reliability score of the work is measured by Cronbach's alpha coefficient and composite reliability score. The general rule for Cronbach's alpha value is 0.6 and the combined confidence level is 0.7.

3. RESULTS & DISCUSSION

Respondents are contract employees of PT. Yamaha Music Manufacturing Indonesia. The grouping of respondents based on age, gender and years of service, this is associated with work engagement variables which are thought to be determined by age, gender or years of service:

Table 2. Respondent Description

Respondent Identity	Classification	Freq	Percentage
Age	< 20	21	20%
	20 - 30	67	63%
	31 - 40	11	10%
	> 40	7	7%
Total		106	100%
Gender	Male	62	58%
	Female	44	42%
Total		106	100%
years of work	0 < 1 years	35	33%
	1 - 5 years	43	41%
	5 - 10 years	10	9%
	10 - 20 years	11	10%
	> 20 years	7	7%
Total		106	100%

Source: Results of Data Processing (2021)

Outer Model Analysis. The research data is processed with the results of the chart display after the first calculation as follows:

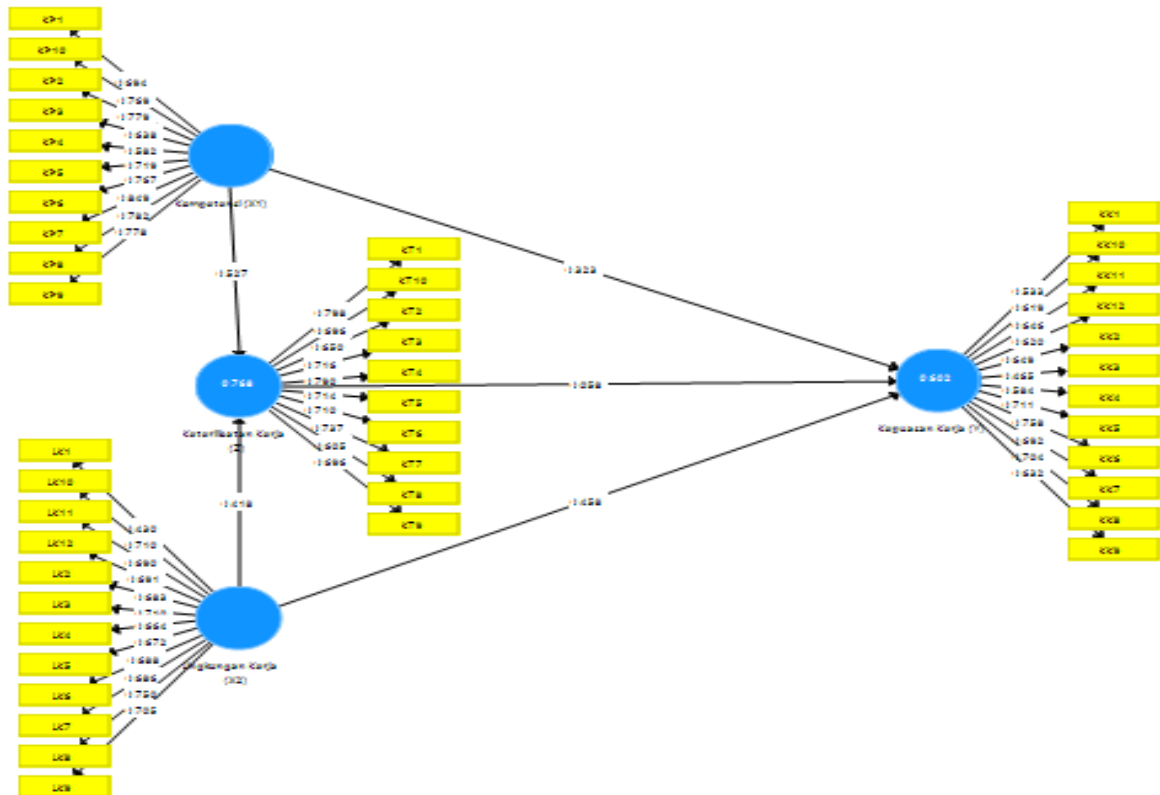


Figure 2. First Calculation

Source: Results of Data Processing, 2021

Convergent Validity in a measurement model is assessed from the relationship between item/indicator scores in the study and the loading factor or construct score. The criterion in the indicator is that if the loading factor value of the indicator is > 0.500 then it is stated that the indicators are valid. Based on data processing in table 4.2, there are 2 invalid indicators because the loading factor value is below 0.5, namely the KK3 indicator on the job satisfaction variable (Y) with a loading factor value of 0.465 and the LK1 indicator on the work environment variables (X2) with a loading value. factor of 0.430. So it was concluded that all indicators on the work engagement variable (Z) and competence (X1) were declared valid, on the job satisfaction variable (Y) all indicators other than the KK3 indicator were declared valid and on the work environment variable (X) all indicators other than the indicator LK1 is declared valid. In a model, each indicator must be valid in order to meet convergent validity and can be continued for further tests so that researchers take steps to eliminate invalid indicators, namely KK3 and LK1 from the model, then do the second data processing with the results of Figure 3.

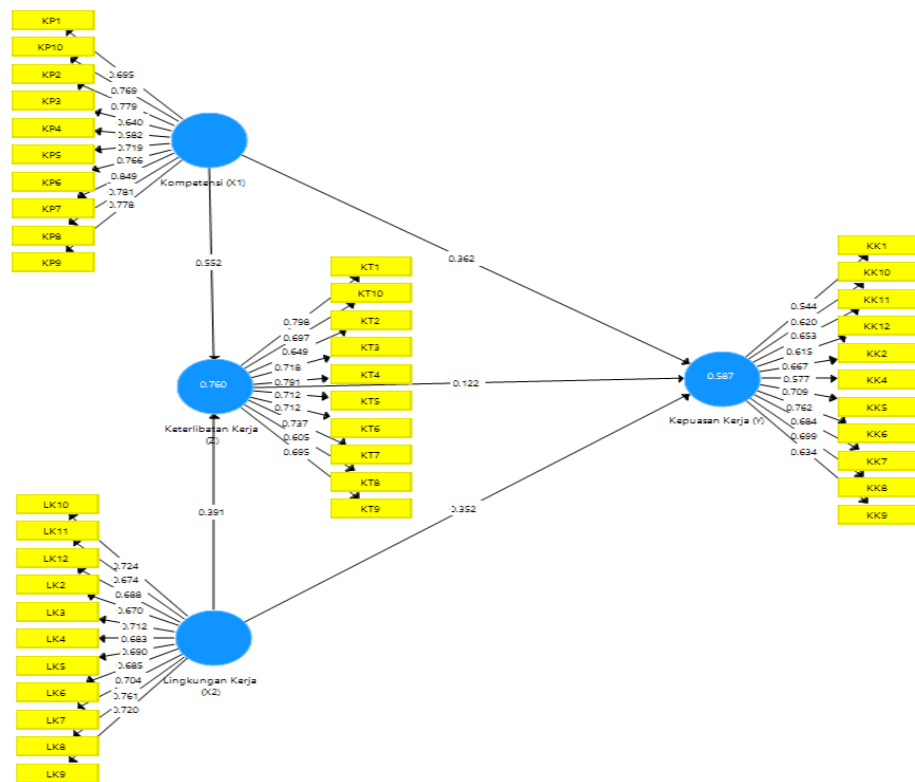


Figure 3. Second calculation

Source: Results of Data Processing, 2021

After eliminating the KK3 and IFI indicators, the results of the second data processing show that each indicator on each variable has met the criteria of more than 0.500 and is declared valid. From Figure 3 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 engagement 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) con-

tained in the KT1 indicator of 0.798 includes 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 best to estimate the internal consistency of a structure and the value of the composite confidence (CR) value should be greater than 0.7, but a value of 0.6 is still acceptable (Jansen, 2019). On this basis, the configuration must be reliable if the composite reliability (CR) value is > 0.7 . Based on Table 1, the obtained results show that the composite reliability value for each variable is greater than 0.7, we can conclude that each variable in the study is declared reliable.

Table 4. Composite Reliability

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

Source: Results of Data Processing (2021)

Inner Model Analysis. 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 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 Relationships between latent variables (structural model). Structural models with indicator variables can use R-square to evaluate the importance of dependent structures and ttest, and coefficients of structural path parameters. R-square itself is used to measure the extent to which the model can 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 5. R Square Coefficient

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

Source: Results of Data Processing (2021)

Based on table 5 above, we know that the R-squared value on the variable of job satisfaction (Y) is 0.587, which means that the change in job satisfaction (Y) is affected affected by com-

petence (X1) and work environment (X2) 58.7% while the rest 41.3% is influenced by other factors. Based on this, the R-squared value on the job satisfaction variable (Y) is said to be moderate to close to good. Furthermore, the squared R value on the job engagement variable (Z) is 0.760, which means that variations or changes in work engagement (Z) are influenced by competence (X1) and work environment (X2) are 76% while 24% are affected by other factors. Based on this, the value of R-squared on the work engagement variable (Z) is said to be good because it is close to 1. The results of direct and indirect hypothesis testing are presented in the Table 6.

Table 6. Direct Effect And Indirect Effect

Effect	T Statistics (O/STDEV)	Conclusion
Competence → Work engagement	7.217	Significant
Work Environment → Work engagement	4.935	Significant
Competence → Job Satisfaction	2.273	Significant
Work Environment → Job Satisfaction	3.312	Significant
Work engagement → Job Satisfaction	0.756	Not Significant
Competence → Work engagement → Job Satisfaction	0.749	Not Significant
Work Environment → Work engagement → Job Satisfaction	0.717	Not Significant

Source: Results of Data Processing (2021)

From Table 5 and Figure 3 above, it is known that Competencies have a direct impact of 55.2% on work engagement. In this case, increasing work engagement can be done through increasing employee competence, especially in the placement of employees according to the interests and talents of employees. With the right person on the right place, it is hoped that employees will like their work and will ultimately increase work engagement. This is consistent with the research of Murgianto et al. (2016), Renyut et al. (2017), Meidita (2019), and Afriana (2021).

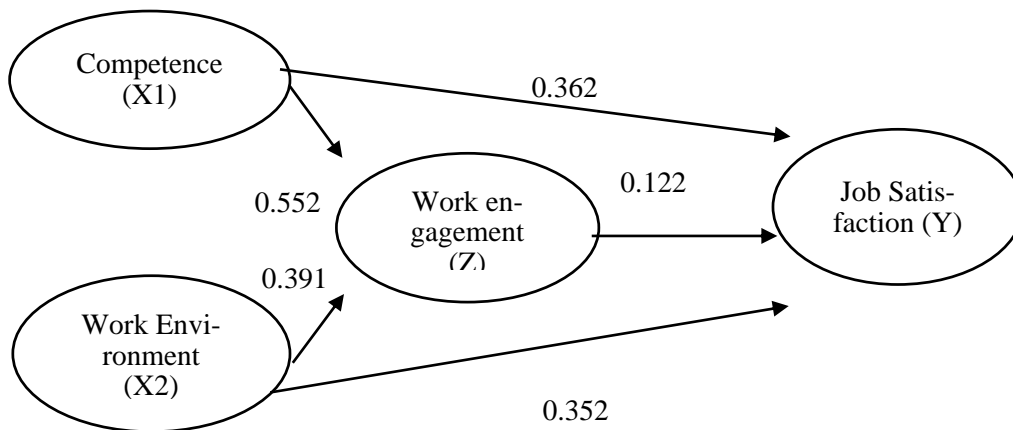


Figure 4. Path Coefficient

Source: Results of Data Processing, 2021

The work environment has a direct impact of 39.1% on work engagement. In this case, employee work engagement can be done through improving a conducive work environment, es-

pecially in a comfortable and cool workspace so that it will make employees feel at home at work, and ultimately will increase work engagement. This is consistent with the study of Kambey & Trang (2016), Agbozo et al. (2017), Pranasari et al. (2019), Pranasari (2019b), Pranasari (2019a) and Aisyaturrido et al. (2021).

Competence has a direct impact of 36.2% on job satisfaction. In this case, to increase employee job satisfaction, it can be done through increasing employee competence, especially through training and development programs that are carried out regularly and continuously so that it will improve employee skills in completing their work. This is in line with the research of Kembau et al. (2018), Berlian (2018), Nasrul et al. (2020).

The work environment has a direct impact of 35.2% on employee job satisfaction. In this case, increasing employee job satisfaction can be done through the creation of a more conducive work environment, especially the comfort of a cool workplace so that it will make employees feel at home at work. This is in line with the research of Pranasari et al. (2018). Work engagement 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. The results of this study are different from those stated by Saeed & Nasir (2016), Aodton et al. (2021), and Rai & Maheshwari (2021) which states that work engagement mediates job satisfaction. This can happen because employees are engaged with their work but are not satisfied with their work or vice versa.

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

4. CONCLUSION & SUGGESTION

Based on the discussion above, it can be concluded as follows:

1. Competence has a significant effect on work engagement by 55.2%. That is, with better competence, employee work engagement will increase.
2. The work environment has a significant effect on work engagement by 39.1%. That is, with a more comfortable work environment, employees will increase their work engagement.
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. Work engagement only has an effect of 12.2% so it can be concluded that work engagement has no significant effect on job satisfaction. That is, the higher or lower the work en-

gement, the less affect their job satisfaction.

6. Work engagement does not mediate competence in influencing job satisfaction.
7. Work engagement does not mediate the work environment in influencing job satisfaction.

Suggestions that can be given by the author based on the results of the study are as follows:

1. To increase work engagement, it can be done by increasing employee competence, especially in the placement of employees according to the interests and talents of employees so that employees will like their work.
2. To increase work engagement, it can be done to improve a conducive work environment, especially in a comfortable workplace atmosphere so that it will make employees feel at home working.
3. To increase job satisfaction, it can be done by increasing employee work engagement, especially in terms of increasing employee knowledge and skills to support employees in completing their work, this can be done through training and development programs.

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