

Influence of Competence, Non-Work Environment, Mediated Job Satisfaction and Employee Engagement on Loyalty

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Abstract

This study aims to analyze the influence of competence and the non-work environment on employee loyalty while considering the mediating roles of job satisfaction and employee engagement. The research methodology involves surveying employees of Semen Baturaja Palembang Limited Liability Company across Palembang, selected using the convenience sampling technique. The study yielded several interesting findings that can be understood in the context of interconnected variables within the company. Notably, there is a significant positive effect of competence on job satisfaction, a positive impact of job satisfaction on employee engagement, and a positive influence of employee engagement on loyalty. This confirmation is reinforced by job satisfaction acting as a mediator between competence and engagement. Therefore, companies aiming to enhance employee involvement should prioritize increasing job satisfaction, subsequently impacting employee loyalty. To achieve heightened employee involvement and loyalty, organizations should focus on developing competence, promoting holistic well-being, establishing transparent communication channels, providing recognition, fostering collaboration, offering career advancement opportunities, maintaining a feedback loop, allowing flexibility, investing in leadership development, and customizing roles to align with employees' strengths, ultimately nurturing job satisfaction and engagement for enduring loyalty.

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1. Introduction

A company's human resources are a crucial asset. To ensure that a company can run optimally and achieve organizational success, the need for competent human resources is undeniable. The competence of employees is a major concern in human resource management in order to achieve work effectiveness and efficiency (Arifin et al., 2020). In simple terms, competence can be interpreted as "a person who has the attitude, expertise, and knowledge to do a certain job correctly according to a given target" (Duque Oliva, Sánchez-Torres, & Sanabria Niño, 2022). Although achieving performance at a higher standard does not only require competence, it also requires employees who have a competitive spirit because organizations need employees who are committed and proactive (Buckley, 2011). However, competence is the main prerequisite for ensuring employees are able to do the job properly and have good performance. The success of the company does not only come from the human resources side of the employees themselves but is also supported by the environment in which they work. Broadly speaking, Physical and non-physical work environments are the two categories into which the workplace is separated. The non-physical work environment is a condition related to employee relations and influences employee performance (Norianggono, Hamid, & Ruhana, 2017), both peer ties with colleagues or subordinate relationships with superior relationships. Non-physical work environments are all conditions that occur and are related to work relationships. On the other hand, the non-physical work environment greatly influences employee job satisfaction, where if the circumstances or situation around the employee is conducive and the relationship between colleagues, superiors, and subordinates is good, the employee will enjoy his work and feel satisfied (Pangarso, 2015).

Employee job satisfaction, which is influenced by the non-physical environment, is an important point that gets further attention in efforts to achieve company success. Job satisfaction is the emotional state of employees between the value of work remuneration desired by employees and the level of value of remuneration that is indeed given by the company or organization (Nurhasanah, 2022). If the company can provide remuneration according to employee expectations, then the chances of employee job satisfaction with the company are great, and it will make it easier for efforts to achieve company success. In addition to ensuring employee job satisfaction, it is also important to create conditions so that employees can feel involved in the company. Employee engagement in the organization will increase their level of physical, cognitive, and emotional commitment to their work (Ahmed, Nawaz, Ali, & Islam, 2015; Gao-Urhahn, Biemann, & Jaros, 2016). Engagement that is well developed between employees and the company will further influence employee loyalty to the company. And this is the next important point because employee loyalty is absolutely necessary to achieving organizational success (Utomo, 2010). Loyalty can be defined as commitment, trust, and loyalty given to or aimed at a person or institution out of a sense of duty to try to exhibit the finest behavior and service. (Sriyono & Lestari, 2013).



Thus, there are many variables involved in efforts to achieve company success, such as employee competence, non-physical environment, job satisfaction, employee involvement, and loyalty. However, to the author's knowledge, the relationship between the five variables above is still very diverse; for example, the non-physical work environment influences employee involvement through job satisfaction (Yulia erfeni, Isyandi, & Garnasih, 2022), the non-physical work environment influences job satisfaction (Ilhamsyah & Maliah, 2020a), employee involvement affects employee loyalty (Manikotama, Lubis, & Rahmah, 2022), and the non-physical environment and job satisfaction affect employee loyalty (Larastrini & Adnyani, 2019). Therefore, this study will focus on the influence of these five variables and this research will be conducted at Semen Baturaja Palembang Limited Liability Company.

2. Literature Review

Non-Work Environment

The non-physical work environment has a significant influence on various things, such as employee performance (Norianggono et al., 2017), employee job satisfaction (Pangarso, 2015), and others. In various senses, a non-physical work environment is defined as a work environment that can only be felt through feelings (Hendri, 2016). In this sense, a non-physical work environment involves the psychological side of employees in a company rather than the physical side. What employees feel in this non-physical environment can be reflected in the relationships among employees, subordinates and superiors, and superiors and subordinates (Ilhamsyah & Maliah, 2020a). In addition to the relationship felt by employees, the non-physical work environment also concerns the circumstances or situations around employees and whether they are conducive to work (Pangarso, 2015). Based on the above understanding, it can be interpreted that the non-physical work environment is the psychological condition experienced at work and is reflected through various situations at work and the relationships that are created at work.

Competence

To realize the success of the company, each company will need different types of competencies according to their respective work tasks. In a simple definition, competence can be interpreted as a form of individual ability and willingness to show through the results of carrying out work duties and responsibilities (Darmawan, 2014). The ability and willingness of these employees can be reflected in their knowledge, abilities, and qualities to achieve success at work. All of these can continue to increase along with work productivity. In addition to the points above, there are also other definitions of competence, such as "a person who has the attitude, expertise, and knowledge to do a certain job correctly according to a given target is called competent" (Akingbola & Berg, 2019). From the various definitions above, it can be concluded that competence is a form of employee ability such as knowledge, quality, attitude, and expertise that is shown



through work results in performing their tasks and obligations. The greater the competence possessed by employees, the greater the chance for a company to achieve success.

Job Satisfaction

Employee job satisfaction is subjective because each level of satisfaction will differ from one employee to another. Job satisfaction is defined as an assessment that comes from feelings about the conditions of his work in relation to whether his work can fulfill his needs, hopes, and desires (Milana, 2018). The more aspects that meet employee expectations, the greater the job satisfaction they feel (AM et al., 2022). In addition, employee job satisfaction can also be achieved through aspects such as self-esteem, achievement, growth, a sense of control, and independence (Wedadjati & Helmi, 2022). It is important for a company to pay attention to job satisfaction to maintain employee performance. The various points above can be a reference to see the extent of employee satisfaction in the company.

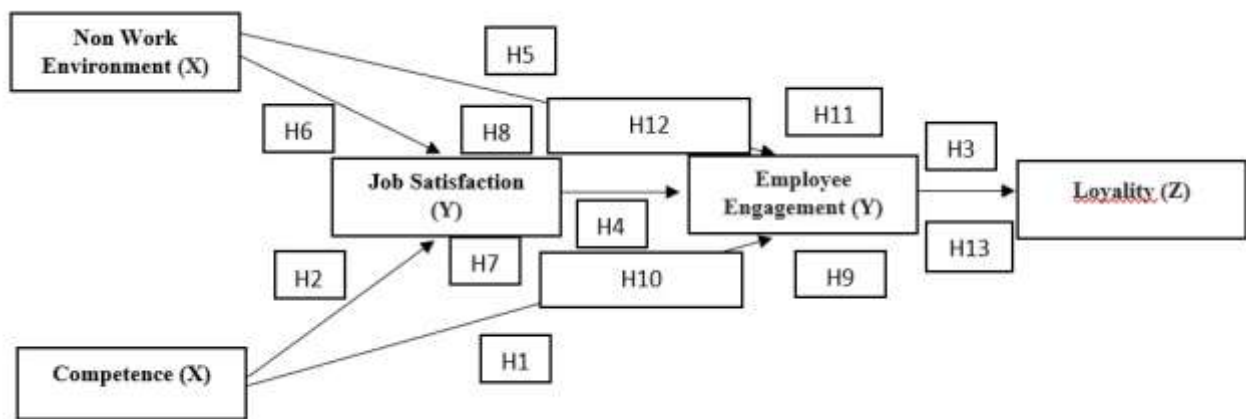
Employee Engagement

Employee involvement includes not only being physically part of the company but also emotionally or psychologically. Shuck and Vollard define employee engagement as "the emotional, cognitive, and behavioral state of employees, with an emphasis on desired organizational outcomes" (Shuck & Wollard, 2010). The importance of employee involvement for companies is that Employee engagement in the organization will increase their level of physical, cognitive, and emotional commitment to their work, it affects their focus and level of passion for their work (Setyadi, Helmi, & Mohamad, 2023). Then, from the explanation above, it can be understood if employee involvement is a defining feature of the bond between employees and their organization; How employees express themselves throughout performance reveals how engaged they are with the company and their work. The greater the employee's involvement in the company, the better the employee's performance will be.

Loyalty

Loyalty is an important variable that must be considered by the company as an absolute handle on the human resources that have been owned by the company. Loyalty can be interpreted as providing the best service and behavior with loyalty, commitment, and confidence shown toward organizations where there is a sense of duty and love (Sriyono & Lestari, 2013). In addition to being a handle for maintaining every human resource that the company has, loyalty is also necessary to achieve the success of the organization itself (Andani & Wahyono, 2018). The greater the employee's loyalty to the company, the greater the opportunity for the company to achieve the goals of the organization it is aiming for. Employee loyalty can also be seen in various aspects, such as being loyal to their job, position, and organization. This level of loyalty must be maintained by the company and developed periodically so that the human resources already owned by the company are not reduced or lost.





Source: Author (2023)

Figure 1. Conceptual Model of Non-Work Environment, Competence and Loyalty with Job Satisfaction and Employee Engagement as Mediator

Hypothesis

H1: Competence influences Employee Engagement.

H2: Competence influences Job Satisfaction.

H3: Employee Engagement influences Loyalty.

H4: Job Satisfaction influences Employee Engagement.

H5: Non-Work Environment Influences Employee Engagement.

H6: Non-Work Environment influences Job Satisfaction.

H7: Job satisfaction act as a mediator of the Competence and Employee Engagement.

H8: Job satisfaction act as a mediator of the Non-Work Environment and Employee Engagement.

H9: Employee Engagement act as a mediator of the Competence and Loyalty.

H10: Job satisfaction and Employee Engagement act as a mediator of the Competence and Loyalty.

H11: Employee Engagement act as a mediator of the Job satisfaction and Loyalty.

H12: Job satisfaction and Employee Engagement act as a mediator of the Non-Work Environment and Loyalty.

H13: Employee Engagement act as a mediator of the Non-Work Environment and Loyalty.

3. Research Methods

This study used a survey method with a cross sectional design (Creswell, 2012). This study collects data from a sample of employees of Semen Baturaja Palembang Limited Liability Company in all regions of Palembang. They were chosen using convenience sampling, a non-probability sampling technique. This study is an empirical survey that makes use of cross-sectional survey research and



quantitative research. Survey research tries to evaluate preconceived hypotheses without applying extra treatments to the variables being researched (AM, Setiawati, Hadi, & Istiyono, 2023). The questionnaire, which was created using a Likert scale of 1 to 5, was based on prior pertinent research and passed validity and reliability assessments. The table of construct variables can be seen in more detail below.

Table 1. Indicators of Each Variable

Variable	Indicator
Non Work Environment	Relationship leader with employees
	Relationship employees with leader
	Relationship with other employees
Competence	Motivation
	Traits
	Self-Concept
	Knowledge
	Skill
Job Satisfaction	Work
	Salary
	Promotions
	Supervisors
	Work Colleague
Employee Engagement	Absorption
	Vigor
	Dedication
Loyalty	Initiative
	Sense of cooperation
	Ability to carry out task
	Obedience

Source: Author (2023)

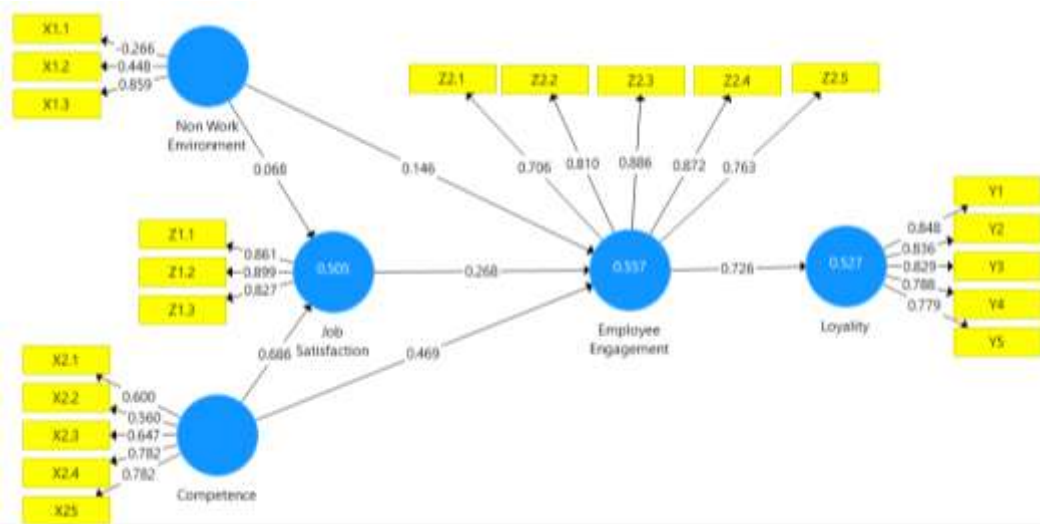
The data will be processed with the Structural Equation Model (SEM) through Partial Least Square (PLS) to test the research hypothesis (Purwanto & Sudargini, 2021). The steps of data analysis that will be used in this study are model specifications, estimation of model parameters, testing the structural model, and hypothesis testing (Hair, Hult, Ringle, & Sarstedt, 2022). SEM was chosen because of its capacity to investigate complicated relationships.



4. Results

Before delving into the results of the modified research model, let's provide some context within the framework of the study's structural model:

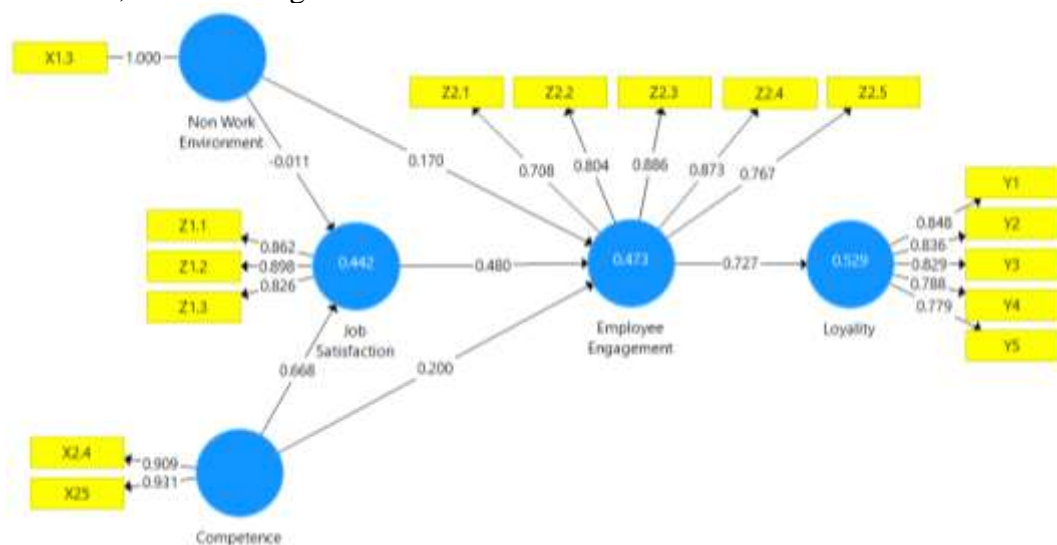
Model Structural



Source: Results by Smart PLS Data (2023)

Figure 2. Initial model estimation results

Based on the results of the analysis of the research model above, there are still indicators in the study that are not valid because they have a loading factor below 0.7. namely X1.1, X1.2, X2.1, X2.2, and X3.3. So that the five indicators may be removed, the following are the results of the modified research model:



Source: Results by Smart PLS Data (2023)

Figure 3. Final Model

After making modifications, the validity and reliability values of the variables in this study were obtained as follows:

Table 2. CR Evaluation Value

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)	Description
Competence	0.819	0.830	0.917	0.846	Valid & Reliable
Employee Engagement	0.867	0.872	0.905	0.657	Valid & Reliable
Job Satisfaction	0.827	0.830	0.897	0.744	Valid & Reliable
Loyalty	0.875	0.876	0.909	0.667	Valid & Reliable
Non Work Environment	1.000	1.000	1.000	1.000	Valid & Reliable

Source: Results by Smart PLS Data (2023)

Based on table 2 above, the composite reliability value of each variable in this study was >0.6 , so that the validity and reliability tests in this study have been met.

Table 3. The goodness of Fit Test

Fit Model Component	Critical Value	Saturated Model	Description
SRMR	<0.08	0.078	Fit
d_ ULS	0.820	0.820	Fit
d_ G	0.485	0.485	Fit
Chi-Square	275.725	275.725	Fit

Source: Results by Smart PLS Data (2023)

Based on the results of data processing in Table 3, the goodness of fit test can be seen if the SRMS, d_ ULS, d_ G and Chi-square values have been met. As a result, the model in this study can be concluded to describe the relationship process completely and accurately between Non-Work Environment, Competence and Loyalty as mediated by with Job Satisfaction and Employee Engagement.

Testing the Hypothesis: Structural Equation Models

To complete the results of the descriptive analysis and get more precise conclusions in this study, hypothesis testing will also be done. The following table includes all the findings from the hypothesis testing.



Table 4. Summary of Hypothesis Tests on Relationships

Hypothesis	T-Statistics	P-value	Description	Result
H1	Competence -> Employee Engagement	1.912	0.057	Not Significant
H2	Competence -> Job Satisfaction	6.582	0.000	Significant
H3	Employee Engagement -> Loyalty	8.958	0.000	Significant
H4	Job Satisfaction -> Employee Engagement	4.264	0.000	Significant
H5	Non Work Environment -> Employee Engagement	1.908	0.057	Not Significant
H6	Non Work Environment -> Job Satisfaction	0.096	0.924	Not Significant

Notes: *significant at critical ratio > 1.96.

Source: Results by Smart PLS Data (2023)

Based on the results of hypothesis testing in Table 4, it can be seen that:

- Competence has no positive and significant effect on Employee Engagement with a P-value of $1.91 < 1.96$.
- Competence has positive and significant effect on Job Satisfaction with a P-value of $6.58 > 1.96$.
- Employee Engagement has positive and significant effect on Loyalty with a P-value of $8.95 > 1.96$.
- Job Satisfaction has positive and significant effect on Employee Engagement with a P-value of $4.26 > 1.96$.
- Non-Work Environment has no positive and significant effect on Employee Engagement with a P-value of $1.90 < 1.96$.
- Non-Work Environment has no positive and significant effect Job Satisfaction with a P-value of $0.09 < 1.96$.

Testing the mediaton effect

After examining the six possibilities, the mediation effect, specifically the Non-Work Environment, Competence and Loyalty mediated by Job Satisfaction and Employee Engagement, which will be explained in the following table.

Table 6. Mediation Effect

Hypothesis	Indirect Effect Hypothesis	T Statistics	P Values	Description
H7	Competence -> Job Satisfaction -> Employee Engagement	3.361	0.001	Full Mediation
H8	Non Work Environment -> Job Satisfaction ->	0.097	0.923	Not Mediate



Hypothesis	Indirect Effect Hypothesis	T Statistics	P Values	Description
	Employee Engagement			
H9	Competence -> Employee Engagement -> Loyalty	1.923	0.055	Not Mediate
H10	Competence -> Job Satisfaction -> Employee Engagement -> Loyalty	2.665	0.008	Partial Mediation
H11	Job Satisfaction -> Employee Engagement -> Loyalty	3.321	0.001	Partial Mediation
H12	Non Work Environment -> Job Satisfaction -> Employee Engagement -> Loyalty	0.098	0.922	Not Mediate
H13	Non-Work Environment -> Employee Engagement -> Loyalty	1.856	0.064	Not Mediate

Source: Results by Smart PLS Data (2023)

As can be seen in the table above, the results of hypothesis testing with mediating variables produce various descriptions, such as full mediation, which means that the influence of variable X on Y is fully transmitted with the help of a mediating variable; partial mediation, which involves the mediating variable; variable X can affect variable Y directly or indirectly; and finally, no mediation, meaning that variable X can affect variable Y directly without the need for mediating variables (Nitzl, Roldan, & Cepeda, 2016). Based on the results of hypothesis testing in Table 6, it can be seen that:

- Job Satisfaction fully mediates between competence and work involvement, meaning that competency variables without going through job satisfaction variables as mediators cannot affect job involvement.
- Job satisfaction does not mediate between the non-physical environment and work involvement, meaning that non-physical environmental variables without going through the job satisfaction variable can directly affect work involvement.
- Work involvement does not mediate between competence and loyalty, meaning that competency variables without going through work involvement variables can directly affect loyalty variables.
- Job satisfaction and job involvement partially mediate between competence and loyalty, meaning that by involving the variables of job satisfaction and job involvement as mediators of competence variables, they can influence the loyalty variables directly or indirectly.
- Job involvement partially mediates between job satisfaction and loyalty, meaning that by involving the job involvement variable as a mediator, the job satisfaction variable can directly influence the employee loyalty variable.



- Job satisfaction and job involvement do not mediate the non-physical work environment with loyalty, meaning that without involving the variables of job satisfaction and job involvement, non-physical work environment variables can directly affect the loyalty variable.
- Work involvement does not mediate between the non-physical work environment and loyalty, meaning that without involving the work involvement variable as a mediator, the non-physical work environment variable can directly affect the loyalty variable.

Discussion

The discussion of the study's findings reveals several important insights. Firstly, it was observed that competence alone does not significantly influence employee engagement (Darmawan, 2014), this implies that having competence in the workplace does not guarantee that employees will feel involved with the company. Other factors, notably job satisfaction, play a crucial role in fostering employee engagement, reinforcing the need for a multifaceted approach to employee involvement. Secondly, the study confirmed that competence positively and significantly affects job satisfaction, aligning with previous research findings (Fitriani, Foeh, & Manafe, 2022; Yulia erfeni et al., 2022). This relationship can be attributed to employees' ability to perform their duties competently, which, in turn, enhances their job satisfaction. Thirdly, employee involvement was found to have a positive and significant impact on employee loyalty (Shuck & Wollard, 2010). This connection underscores the comprehensive nature of employee involvement, encompassing emotional, cognitive, and behavioral aspects that contribute to a stronger sense of loyalty to the organization. Fourthly, the study established that job satisfaction plays a pivotal role in promoting employee engagement (Zapata-Cantu, 2020). Job satisfaction is influenced by various factors, including workplace well-being, organizational policies, compensation, training, career development, team dynamics, leadership, and the work environment. Fulfilling these facets of job satisfaction leads to increased employee engagement.

However, the findings related to the fifth and sixth hypotheses deviated from previous research (Ilhamsyah & Maliah, 2020b; Yulia erfeni et al., 2022). Contrary to prior studies, this research did not identify a positive relationship between the non-physical work environment and either employee involvement or job satisfaction. These disparities merit further examination and specialized analysis to better understand their implications.

Regarding the mediating variable, only one hypothesis demonstrated full mediation (Graça et al., 2021). In Hypothesis 7, it was revealed that job satisfaction fully mediated the relationship between competency variables and employee involvement. This underscores that, even with qualified competence, employees do not automatically feel involved in the company. Employee involvement is not solely physical; it also encompasses emotional and cognitive dimensions. Consequently, job satisfaction acts as a necessary precursor to



achieving employee engagement, emphasizing its pivotal role in the organizational context.

5. Conclusion and Suggestion

This study unveils compelling insights into the intricate dynamics of corporate environments, shedding light on the interplay of multifaceted variables. Notably, the research establishes a pronounced and affirmative correlation between competence and job satisfaction, underscoring the pivotal role of competency in fostering contentment among employees. Moreover, the investigation delineates a positive nexus between job satisfaction and employee engagement, emphasizing how contented employees are more inclined to actively participate and invest in their roles. Further delving into the fabric of organizational dynamics, the study unearths an affirmative influence of employee involvement on loyalty, accentuating the symbiotic relationship between active participation and steadfast allegiance. Notably, the mediating role of job satisfaction in the linkage between competency and work involvement emerges as a crucial validation of the interconnectedness of these constructs. The implications of these findings are profound, suggesting that companies aspiring to cultivate robust employee involvement must, as a preliminary step, cultivate an environment conducive to heightened job satisfaction. This, in turn, can serve as a catalyst for engendering loyalty among employees, ultimately contributing to a more harmonious and productive corporate ecosystem.

To optimize employee involvement and foster unwavering loyalty, organizations should prioritize continuous competence development through tailored enrichment initiatives, promote holistic well-being programs, establish transparent communication channels, implement regular recognition and rewards, nurture a collaborative work culture, provide clear pathways for career advancement, maintain a continuous feedback loop, offer flexible work arrangements, invest in leadership development, and customize roles to align with employees' strengths, collectively cultivating an environment of heightened job satisfaction and engagement, ultimately leading to enduring loyalty among employees.

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