

The Effect of Competence and Job Satisfaction on Employee Loyalty in the Cement Industry

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Abstract

This study aims to examine the effect of competence (Competence) and job satisfaction (Job Satisfaction) on employee loyalty at PT Semen Baturaja Palembang. The research method used was a survey with a cross-sectional design, and the sample consisted of 98 employees selected using convenience sampling. Data were collected through a questionnaire with a Likert scale of 1 to 5, which had gone through a validity and reliability assessment. Data analysis was conducted using multiple linear regression with Smart PLS application. The results of the analysis show that competence and job satisfaction have a positive and significant effect on employee loyalty. Competence and job satisfaction can explain about 59.8% of the variation in employee loyalty. The recommendations proposed are that companies need to improve employee competencies through relevant training and development and pay attention to other factors that affect loyalty. In addition, it is important to continuously monitor and improve employee job satisfaction levels and conduct periodic evaluations to create a productive and competitive work environment. The implementation of these recommendations is expected to strengthen employee engagement, improve retention, and create a work environment that contributes to the overall success of the organization.

Keywords: Competence; Job Satisfaction; Employee Loyalty.

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1. Introduction

In today's competitive and dynamic business era, organizations are increasingly recognizing the importance of retaining talented and highly committed employees. Employee loyalty, defined as a worker's level of attachment, commitment and dedication to their organization, plays a critical role in ensuring long-term success and sustainability (Sharma & Srivastava, 2018). As organizations seek to improve performance and maintain a competitive advantage, understanding the factors that influence employee loyalty is critical (Andani & Wahyono, 2018).

There has been considerable attention from researchers and practitioners to the concept of employee loyalty due to its positive impact on organizational effectiveness, reduced employee turnover costs, and increased employee productivity (Setyadi et al., 2023). Hence, many studies have explored various factors that contribute to employee loyalty. Among these factors, competence and job satisfaction have emerged as key determinants in shaping employee commitment to the organization (Pratiwi & Muzakki, 2021). However, while there has been considerable research on this topic, there are still gaps in the understanding of the complex relationship between these factors and their joint influence on employee loyalty.

Although previous research has investigated the effect of competence and job satisfaction on employee loyalty individually, there is no comprehensive theoretical framework that integrates these two factors. The research results of Helmi et al. (2022) have emphasized the importance of competency or job satisfaction separately, without considering the potential interaction between them in improving employee loyalty. Therefore, a theoretical gap exists that demands a holistic approach that examines how competencies and job satisfaction interact with each other to influence employee loyalty (Andani & Wahyono, 2018). In addition, although many empirical studies have explored the relationship between competencies, job satisfaction, and employee loyalty, there are still discrepancies in the

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findings of the research results (Sharma & Srivastava, 2018). Some studies report a positive and significant relationship between competencies, job satisfaction, and employee loyalty, while others find no convincing evidence to support the correlation (Hamzah & Shamsudin, 2020; Tran et al., 2013). This empirical gap suggests the need for further investigation to clarify and validate the relationships among these factors across different work contexts and industries.

Recent research has highlighted the positive influence of competence and job satisfaction on employee loyalty. High levels of competence lead to increased job satisfaction, while satisfied employees tend to show higher levels of loyalty towards the organizations they work for (Ali et al., 2018). However, few studies have comprehensively explored the combined impact of these two factors. In addition, previous studies may be limited to specific organizational contexts, so a broader perspective is needed to describe various sectors and work environments (Nurliza et al., 2021). Thus, this study will fill the theoretical and empirical gap by introducing a new, comprehensive approach in examining the interaction between competencies and job satisfaction in shaping employee loyalty. By investigating both factors simultaneously, this study aims to provide a more holistic understanding of their influence on employee loyalty. Furthermore, by involving various industry sectors and work environments, this research seeks to provide new insights that go beyond the limitations of previous studies.

The main contribution of this research lies in the potential to develop theoretical knowledge and practical implications in the field of human resource management. By providing a deeper understanding of the complex relationship between competencies, job satisfaction, and employee loyalty, this study aims to provide valuable recommendations for organizations in improving employee retention strategies. In addition, the findings of this study can help design more effective training and development programs and guide policy decisions aimed at improving job satisfaction and encouraging higher levels of employee loyalty.

The main objective of this study is to investigate and analyze the effect of competencies and job satisfaction on employee loyalty across different sectors and work contexts. To achieve this objective, the research will involve analyzing the literature, collecting empirical data, and applying appropriate methodologies to test the influence among the variables under study. Ultimately, this research aims to provide new insights and a thorough understanding of the importance of competencies and job satisfaction in shaping employee loyalty, thereby benefiting organizations and employees.

2. Literature Review

2.1. Competence

Competence is a combination of knowledge, skills, attitudes, and other attributes possessed by individuals to perform job tasks effectively in a work context (Nguyen et al., 2020). The importance of competencies in achieving organizational goals has become a major focus in human resource management (Kim et al., 2016). Types of competencies include technical and behavioral, and competency development can be achieved through training, coaching, and work experience (Esthi et al., 2020). Measuring and evaluating competencies is important in human resource management, and research shows a relationship between employees' competencies and their level of job satisfaction (Astarina et al., 2021). Despite the challenges in managing competencies, investing in employee competency development can provide long-term benefits for organizations in achieving better and sustainable performance. In addition, the role of competencies in dealing with changes and challenges in a dynamic work environment cannot be ignored. Employees who have relevant and regularly updated competencies will be better able to adapt to changes in technology, market demands, and customer needs (Ishlahah & Oktariyanda, 2023). Effective competency management can also improve employee retention, as employees tend to be more engaged and satisfied with their work when they feel they can develop themselves. Therefore, improving employee competencies should be a priority for any organization looking to achieve competitive advantage and long-term success.

2.2. Job Satisfaction

Job satisfaction is one of the important aspects of human resource management that has become a major focus in organizational research. Job satisfaction refers to the positive feelings and satisfaction felt by employees towards their jobs and work environment (Setyadi, Helmi, Ismail, et al., 2022). As one of the important indicators of the quality of work life, job satisfaction has a direct effect on employee motivation, productivity, and retention. Research by AM et al. (2022) showed that employees who are satisfied with their jobs tend to be more motivated, high performing, and

have lower absenteeism rates. Factors that influence job satisfaction include salary and benefits, career development opportunities, relationships with superiors and coworkers, work environment, and recognition of work performance. Understanding the factors that contribute to job satisfaction is important for companies to develop strategies to improve employee well-being and create a positive work culture (Sun & Bunchapattanasakda, 2019; Yalabik et al., 2013).

Although job satisfaction has become an extensive research topic, there are still various aspects that need to be understood more deeply. One gap in the literature is how changes in the work environment, such as technological developments and organizational changes, affect employees' job satisfaction levels (Ahmed et al., 2015). In addition, longitudinal studies that investigate changes in job satisfaction over time are also important to identify trends and patterns (Saks, 2019). In addition, cross-cultural research on job satisfaction needs to be expanded to understand differences in job satisfaction perceptions between different countries and cultures (Colquitt et al., 2019). By filling these gaps, research on job satisfaction can provide deeper insights into how organizations can increase employee job satisfaction levels, improve retention, and create a more empowering and harmonious work environment.

2.3. Employee Loyalty

Employee loyalty is a critical factor for organizational success, affecting employee retention, productivity, and overall performance. Factors such as job satisfaction, organizational culture, effective leadership, employer-employee relationships, training and development opportunities, work-life balance, and recognition of employee contributions play a central role in shaping loyalty (Egenius et al., 2020; Kurdi et al., 2020; Setyadi, Helmi, & Hidayat, 2022). Organizations that focus on strategies to foster employee loyalty can achieve benefits such as improved employee performance and retention, as well as overall organizational success (Berber et al., 2022; Brockner et al., 2006). In the face of a changing workforce landscape, understanding and developing employee loyalty remains an essential aspect of effective human resource management and organizational growth (Prentice et al., 2020). By creating a positive and supportive work environment, empowering employees through inspirational leadership, providing development opportunities, and recognizing employee achievements, organizations can stimulate stronger loyalty (Kärner et al., 2021). In addition, a deep understanding of employee needs and expectations is also key in designing policies and programs that support employee loyalty and well-being (Helmi et al., 2022). By prioritizing employee loyalty, organizations can achieve better performance, gain competitive advantage, and build a reputation as a desirable and valuable workplace for employees.

2.4. Research Framework and Hypothesis

The research framework and hypothesis are the main basis in describing the design and objectives of the research and predicting the influence between variables. In this section, the conceptual structure of the research will be described, which includes the variables to be studied and their relationships, and hypotheses are presented as alleged predictions of these relationships.

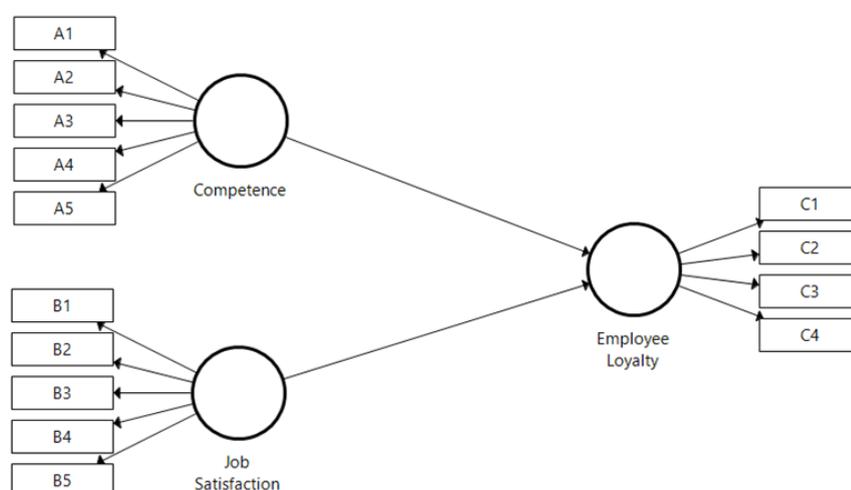


Figure 1. Research model framework

Based on the research framework above, the hypotheses of this study are:

H1: Competence has a positive and significant effect on employee loyalty.

H2: Job satisfaction has a positive and significant effect on employee loyalty.

3. Research Method and Materials

This study used a survey research method with a cross-sectional design (Creswell & Clark, 2011), with a sample of 98 employees of PT Semen Baturaja Palembang spread throughout Palembang. The sampling technique used was convenience sampling, which is a non-probability sampling technique. Data was collected through filling out a questionnaire using a Likert scale of 1 to 5, which was designed based on previous related research and has gone through a validity and reliability assessment process to ensure the validity of the instrument. The construct variable table can be seen in more detail below.

Table 1. Variable Lattices

Variables	Indicators	Code
Competence	Motivation	A1
	Traits	A3
	Self-concept	A3
	Knowledge	A4
	Skills	A5
Job Satisfaction	Work	B1
	Salary	B2
	Promotion	B3
	Supervisor	B4
	Coworkers	B5
Employee Loyalty	Initiative	C1
	Sense of cooperation	C2
	Ability to carry out tasks	C3
	Obedience	C4

Analisis data dilakukan menggunakan regresi linear ganda dengan aplikasi Smart PLS untuk menguji pengaruh antara variabel-variabel yang diteliti dalam kerangka penelitian ini. Regresi linear ganda digunakan untuk mengidentifikasi hubungan sebab-akibat antara dua atau lebih variabel independen terhadap satu variabel dependen.

4. Results and Discussion

4.1. Validity and Reliability

This section aims to measure and analyze the level of validity and reliability of the three main variables, namely Competence, Employee Loyalty, and Job Satisfaction. Validity and reliability measurements are carried out using the Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE) methods. The results of this measurement will provide an overview of the extent to which the research instrument is reliable and accurate in measuring these variables.

Table 2. Validity and Reliability of Data

Variables	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)	Description
Competence	0.819	0.917	0.847	Valid and Reliable
Employee Loyalty	0.860	0.905	0.704	Valid and Reliable
Job Satisfaction	0.867	0.910	0.717	Valid and Reliable

Table 2 shows the results of validity and reliability measurements for the three research variables. Competence has a good level of validity and high reliability. Overall, the measurement results show that the three variables, namely Competence, Employee Loyalty, and Job Satisfaction, have a good level of validity and reliability. This means that the research instruments can be relied upon to measure these variables. However, keep in mind that in interpreting the data, it is also necessary to pay attention to the AVE value which shows how well the indicators represent the construct.

Thus, this study provides a strong basis for describing Employee Engagement in the work environment and provides a solid foundation for further analysis of the factors that influence employee engagement.

4.2. Initial Model

This section discusses the initial model contained in the study. Figure 2 displays the results of the model before any modifications or revisions. This model is the result of data analysis conducted to test the relationship between the variables studied.

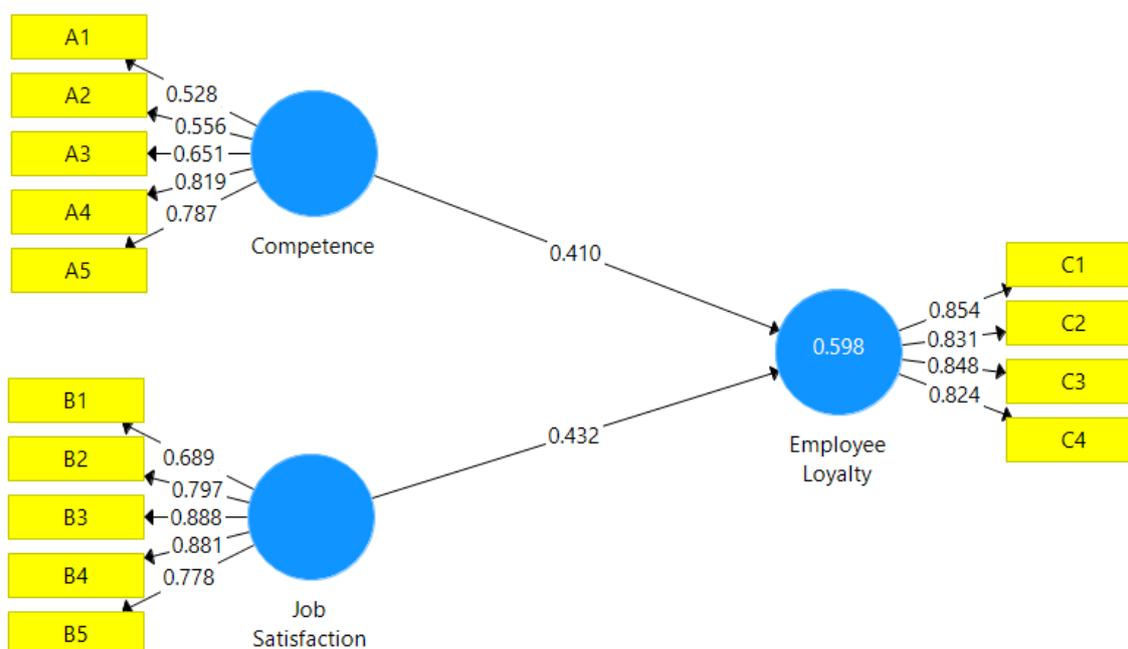


Figure 2. Model of Research Results Before Modification

Source: Smart PLS output, 2023

Figure 2 shows that in the competency variable there are three indicators that do not fit, namely motivation (A1), traits (A2), self-concept (A3). This means that these three indicators may not accurately reflect or measure the desired aspects of the competency variable. These indicators have a loading factor below 0.7, which indicates that their level of correlation with the competency variable is not strong enough. Meanwhile, the job satisfaction variable has one indicator that does not fit, namely Work (B1). This suggests that this indicator may not represent well the overall level of job satisfaction. The loading factor of the Work (B1) indicator is also below 0.7, signaling its low correlation with the job satisfaction variable.

The causes of mismatches or weaknesses in these indicators can vary. For example, it is possible that the questions or statements in the indicators are unclear or do not accurately describe the variables to be measured. In addition, other factors such as the characteristics of the sample or the analysis method used could also affect the results. In factor or confirmatory analysis, it is important to ensure that all indicators have adequate loading factors (usually above 0.7) to ensure the reliability and validity of the model used. If there are indicators that do not fit, it is necessary to consider replacing them with other indicators that are more suitable or revising the existing indicator questions. It is also important to remember that the results of this analysis only reflect the situation at the time of the analysis and may change over time. Therefore, careful testing and assessment is needed to ensure that the indicators used can accurately measure the variables of interest.

4.3. Final Model

This section describes the "Final Model" which is the result of evaluation after modification of the initial model discussed earlier. Figure 3 displays the final results of the research model after improvements and revisions based on the evaluation results using the SMART PLS (Partial Least Squares) method.

This final model is a more accurate graphical representation of the relationship between the variables involved in the study after the modification process. After looking at the evaluation results using SMART PLS, the researcher has made changes to the initial model to fix problems such as indicators that do not fit, low loading factors, or possibly the addition of new variables based on the findings of more in-depth data analysis.

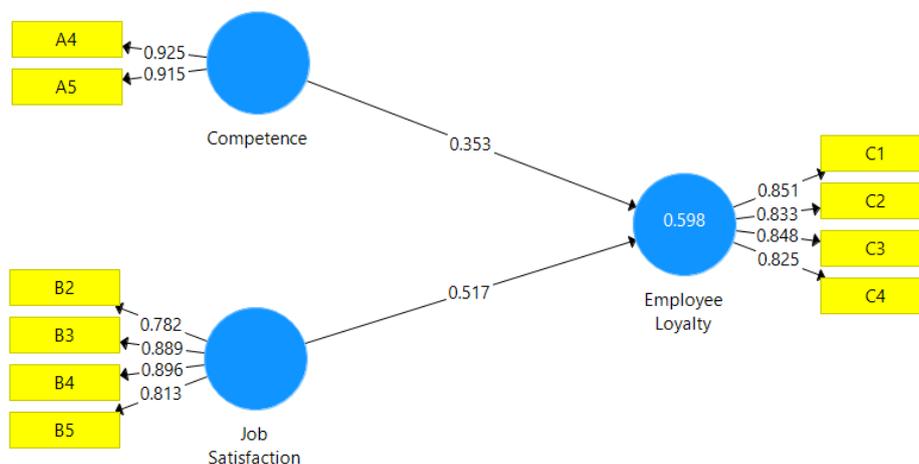


Figure 3.Final Research Model

Source: Smart PLS output, 2023

After making modifications to the research model, the results show that all indicators used in measuring the research variables have met the expected criteria and standards. This means that the indicators have proven to have good validity and reliability in measuring the appropriate variables. The variable "competence" is measured by two indicators, namely knowledge (A4) and expertise (A5). In this context, knowledge refers to the employees' level of understanding and knowledge of the field of work or tasks they perform. Meanwhile, expertise reflects employees' abilities and skills in carrying out tasks and jobs well.

The variable "job satisfaction" is measured by four indicators, namely salary (B2), promotion (B3), supervisor (B4), and relationship with coworkers (B5). Salary measures an employee's satisfaction with the level of compensation or wages received, while promotion reflects satisfaction with opportunities for career advancement in the workplace. Supervisors refer to satisfaction with the performance of supervisors or management, and relationships with coworkers include satisfaction with interactions and cooperation with coworkers.

The variable "employee engagement" is measured by four indicators, namely initiative (C1), sense of cooperation (C2), ability to perform tasks (C3), and obedience (C4). Initiative reflects the extent to which employees actively take initiatives and make positive contributions in the work environment. Sense of cooperation refers to the level of collaboration and support between employees. Ability to perform tasks assesses the extent to which employees feel capable of completing assigned tasks. Obedience includes an employee's adherence and commitment to company rules and values.

With all indicators that have been validated properly, this research model can be used to test the relationship between competency, job satisfaction, and employee engagement variables. The results of the analysis of this final model are expected to provide clearer insights into the factors that influence the level of competence, job satisfaction, and employee engagement in the work environment under study. This can help organizations or companies in designing more effective human resource management strategies to improve employee performance and productivity.

4.4. Hypothesis Test

This section aims to evaluate the relationship between Competence and Job Satisfaction with Employee Loyalty in the work environment of PT Semen Baturaja Palembang. To test these hypotheses, the study used multiple linear regression with Smart PLS application as a data analysis tool. The table presented contains the results of statistical tests, namely T Statistics and P Values, which indicate how significant the influence of competency variables and job satisfaction on employee loyalty.

Table 3. Hypothesis Proofing

Hypothesis	T Statistics	P Values
H1	4.253	0.000
H2	5.841	0.000

Table 3 shows that there is a significant influence between competence and job satisfaction on employee loyalty at PT Semen Baturaja Palembang. The first hypothesis, namely "Competence to Employee Loyalty," shows that employee competence has a significant positive effect on their loyalty to the organization. It can be interpreted that the higher the level of employee competence, the higher the level of loyalty they show towards the company. Furthermore, the results of the second hypothesis, namely "Job Satisfaction on Employee Loyalty," show that job satisfaction also has a significant influence on employee loyalty. That is, the higher the level of job satisfaction felt by employees, the higher their level of loyalty to the organization.

The conclusion of this analysis provides an in-depth understanding of the factors that influence employee loyalty at PT Semen Baturaja Palembang. Employee engagement and high levels of loyalty can have a positive impact on organizational performance and success. Therefore, company management can use these findings to design more effective strategies in improving employee competence and job satisfaction, thereby contributing to stronger and sustainable levels of loyalty.

4.5. Goodnes of Fit

This section aims to evaluate the extent to which the multiple linear regression model used can explain variations in the dependent variable, namely Employee Loyalty, based on the influence of the independent variables, namely Competence and Job Satisfaction. Measurement of the level of variation that can be explained by the model is represented by the R Square value, while the Q Square value illustrates the level of clarity and predictability of the model.

Table 4. Testing Goodnes of Fit

R Square	Q Square
0.598	59.8%

The results of data analysis show that the multiple linear regression model used in this study can explain about 59.8% of the variation contained in the Employee Loyalty variable. The R Square of 0.598 indicates that about 59.8% of the variation in employee loyalty can be explained by the competencies and job satisfaction measured in this study. Furthermore, the Q Square value of 59.8% indicates a high level of clarity and predictability of the model. This means that the model used in this study has a good ability to predict and explain the level of employee loyalty based on the competencies and job satisfaction measured. However, keep in mind that there is still about 40.2% of the variation in employee loyalty that cannot be explained by this model. This suggests that there are still other factors beyond competency and job satisfaction that can affect employee loyalty levels. Therefore, to gain a more comprehensive understanding of the factors that influence employee loyalty, future research may consider incorporating other relevant variables in its analysis.

5. Conclusion

Based on the results of data analysis, this study concludes that competence and job satisfaction have a positive and significant influence on employee loyalty at PT Semen Baturaja Palembang. The higher the level of competence and job satisfaction felt by employees, the higher the level of loyalty they show towards the organization. The multiple linear regression model used can explain about 59.8% of the variation in employee loyalty, indicating a fairly good level of clarity and predictability of the model. As a recommendation, company management needs to improve employee competencies through relevant training and development, as well as pay attention to other factors that influence employee loyalty. In addition, the company should also continue to monitor and improve employee job satisfaction levels and conduct periodic evaluations to ensure the steps taken have a positive impact on employees and the organization. With the implementation of these recommendations, PT Semen Baturaja Palembang is expected to strengthen employee engagement, improve retention, and create a productive and competitive work environment.

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