

Research Article

The Influence of Competence, Organizational Commitment and Work Load on Work Satisfaction and Its Implications on Employee Engagement of The Aceh Inspectorate, Aceh Province, Indonesia

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Abstract: The aims of study are to know the influence of competencies, organizational commitment, workload on employee engagement of Aceh Inspectorate either directly or indirectly through work satisfaction. The indirect effect of "competence on employee engagement from job satisfaction, indirect effect of organizational commitment on employee engagement from job satisfaction and indirect effect of workload on employee engagement from job satisfaction". This research was conducted at the "Aceh Inspectorate Office with objects of competency research, organizational commitment and workload, job satisfaction and employee engagement". The results of the study prove that "competence, organizational commitment, workload, job satisfaction and employee engagement at the Aceh Inspectorate Office run normally because the average value is greater than the average value of expectation". Then the test results prove that "competence, organizational commitment and workload have a significant and positive effect on employee job satisfaction at the Aceh Inspectorate Office". "The results of the study also prove that" competence, organizational commitment and workload have a significant and positive effect on employee engagement. Employee job satisfaction has a significant and positive effect on employee performance, then the results of the study also show indirect influence on competence, organizational commitment and workload on employee engagement through job satisfaction of the Aceh Inspectorate Office staff".

Keywords: Competence, Organizational Commitment, Workload, Job Satisfaction and Employee Engagement.

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INTRODUCTION

There are many fraud scandals committed by government officials lately make learning meaningful to society. Indonesia Corruption Watch (ICW) explained, "the number of corruption cases that caused state losses in the first semester of 2010 doubled compared to the same period in 2015". This raises the thought that whether the system built by the government as the state administrator is still weak or that the officials themselves are unprofessional and ethical. The field of inspection of the Aceh inspectorate includes (1), "regular examinations are guided by Permendagri No. 23 of 2007 which has been amended by Permendagri Number 8 of 2009, (2), examination of term expiry is guided by permendagri number 24 of 2007, (3), special examination is guided by permendagri No. 25 of 2007, and (4) evaluation of LAKIP and reviewing financial reports is guided by PP No. 8 of 2006, to review the special financial statements based on Minister of Home Affairs Regulation No. 4 of 2008. More specifically the Aceh Inspectorate Office has a major role in the goal of realizing good governance and clean government in the

Aceh Government ". This is not something easy because there are various problems that exist and often arise, both within the institution of the Aceh Inspectorate Office in particular and the Aceh Government in general.

This can be seen from five indicators as explained by opinions (Koh and Boo, 2011), namely (1) "satisfaction with salaries is related to salaries given by organizations compared to other organizations, considering salaries with responsibilities and benefits satisfying in the workplace, (2) satisfaction with promotion is a basic matter or promotion system at work in his work and the level of career advancement of members working in an organization, (3) satisfaction with coworkers is related to peer support work and cooperation from co-workers, the nature of coworkers will affect job satisfaction, (4) satisfaction with supervision / supervisor is something that is related to support from superiors, superiors who are competent in their fields, attitudes of superiors who do not listen to other people's opinions, and unfair treatment by

superiors, supervision or superiors is Another important source of job satisfaction, however, for now can be said that the supervision style influences job satisfaction and (5) satisfaction with the work itself that is related to the feelings of organizational members who are interested in work, pleasure with the amount of workload and lack of achievement member in working on assignments in his work ".

In order to improve employee engagement, it is necessary to know the factors that can influence it. "Then related to employee engagement, it is said that employee engagement is related to other ideas in organizational behavior (Saks, 2006). The ideas in organizational behavior are both talking about employee relations with the company. As one of the ideas in organizational behavior, employee engagement is different from other ideas such as organizational commitment. Organizational commitment is the attitude and relationship to the organization. While employee engagement is not an attitude, but the level at which an individual is attentive and happy in carrying out the tasks assigned, employee engagement is the latest issue in the management of Human Resources (HR) ".

The low level of employee job satisfaction ultimately affects employee engagement, "where employees feel less attached to the Aceh Inspectorate Office and lack emotional and intellectual commitment to the Aceh Inspectorate Office and employees have not been able to provide their best efforts beyond what is targeted at a job". Based on the results of the initial survey of 30 employees at the Aceh Inspectorate Office, it turns out that not all employees stated that they were very satisfied or satisfied at work.

According to Erni, Said Musnadi and Faisal (2017) job satisfaction is "positive feelings felt by employees about someone's work which are the result of evaluating their characteristics and influencing their performance improvement". "A person with a high level of job satisfaction has positive feelings about the job, while someone who is dissatisfied has negative feelings about work. In addition to job satisfaction there are other things that become employee behavior that have a positive impact on the company, namely organizational commitment. According to Moorhead and Griffin (2013) "organizational commitment is an attitude that reflects the extent to which an individual knows and is bound to the organization, someone who has a high commitment is likely to see himself as a true member of the organization". "Employees who have a high commitment to their organization will do business beyond normal expectations to help the organization's success and to advance its company".

Then in addition to job satisfaction felt by employees, one of the factors that gives an influence on improving employee performance is the problem of competence possessed by employees. Competence is

"an ability to carry out or do a job or task based on knowledge and skills".

Organizational commitment for employees at the Aceh Inspectorate Office is "the ability and willingness to harmonize personal behavior with organizational needs, priorities and goals. This includes ways to develop goals or meet organizational needs which essentially prioritize the organization's mission rather than personal interests", Jerry et al. (2014). Employee organization commitment can also mean "strong individual acceptance of organizational goals and values, and individuals strive and work and have a strong desire to remain in the organization" Husni, Said Musnadi and Faisal (2018).

This is supported by the opinion of Hombergh (2010) which states that "organizational commitment is very important so that some organizations incorporate elements of member commitment as one of the requirements to hold a position offered at work". "High organizational commitment to the organization will make employees have a professional attitude and uphold the values agreed upon in their organizations, with high commitment that will have an impact on increasing employee job satisfaction and employee engagement".

Research by Fairuz, A. Rahman Lubis and Syafruddin Chan, (2016), the level of job satisfaction felt by BPKS employees has an influence in increasing employee engagement.

Based on the phenomenon of employee job satisfaction which is still low and also the low level of employee engagement, it turns out to be influenced by several factors, one of which is "workload, where the phenomenon that relates to employee work at the Aceh Inspectorate Office is still low. still do not want to be involved in work because they feel unable to carry out work that is not in accordance with their field of work, this will certainly affect the achievement of the performance of the Aceh Inspectorate Office employees ". Employees who get a "high workload and employees who get a lighter workload certainly create a gap (gap) between employees who get a greater workload than employees who get a lighter workload, while the amount of compensation (compensation) what he receives is the same between employees who get more burden than employees who get a light workload ".

LITERATURE REVIEW

Employee Engagement

Employee engagement is "an idea in organizational behavior that has become an attraction in recent years. This attraction arises because employee engagement has an effect on overall corporate performance. In fact, although there are many opinions regarding employee engagement factors, there is still a lack of clarity about definitions and measurement of

employee engagement".

Most employee engagement is defined as "an emotional and intellectual commitment to an organization" (Baumruk, 2012; Richman, 2012; Shaw, 2005) or "a number of businesses exceed the discretionary effort shown by employees in their work" (Frank et al., 2012), as quoted by Saks (2012). "Employees who have an attachment to the company will commit emotionally and intellectually to the company and will give their best efforts beyond what is targeted at a job".

According to Gibbons (in Hughes and Rog, 2008) "employee engagement is a high emotional and intellectual relationship that is owned by employees towards their work, organization, manager, or colleague who gives influence to add discretionary effort to their work". "A good relationship with the work that is his responsibility, the organization where he works, the manager who becomes his boss and provide support and advice, or co-workers who support each other to make individuals can give the best efforts that exceed the requirements of a job".

Job Satisfaction

"Job satisfaction is felt by employees because there are things that underlie it. Basically a person will feel comfortable and the level of loyalty in his work will be high if in working the person gets job satisfaction in accordance with what is desired. Job satisfaction is a reflection of workers' feelings for their work". According to Masrukhin and Waridin (2012) "job satisfaction of an individual depends on individual characteristics and work situations. Each individual will have a different level of job satisfaction in accordance with the interests and expectations of the individual so that the level of satisfaction felt is higher, and vice versa".

Whereas according to Keith (2011: 117) argues that "job satisfaction is the favorableness or unfavorableness with employees 'view of their work' (job satisfaction is a feeling of supporting or not supporting experienced employees in work)". Wexly, (2010) defines job satisfaction "is the way an employee feels about his or her job (is the way employees feel themselves or their jobs)".

According to Robbins, (2012) states that "employees will feel satisfied in working if the aspects of work and aspects of themselves support and conversely if these aspects do not support, employees will feel dissatisfied".

Along with the development of technology that is growing very rapidly, where "all kinds of work equipment have been created by humans to speed up and simplify work to be able to produce higher quality products, but human resources still play an important

role because even though the equipment is very modern, but the equipment it still will not run and even only is an inanimate object and can also be damaged if the human does not have the ability or is not careful to operate it".

Competence

According to Wibowo, (2013: 109), "said that every organization is formed to achieve certain goals and if achieved then it can be called a success". "To achieve success, a strong foundation is needed: leadership competencies, employee competencies and work disciplines that are able to strengthen and maximize competence". "Competence is very useful to help organizations create a high performance culture, work performance in every human resource process, employee selection, performance management, planning and so on".

According to Iswahyu (2014), "competence is the ability to carry out tasks in accordance with science and skills as well as technology and experience that are relevant to the field of duty so that they can develop work motivation in question and improve performance".

"Along with the increasingly intense competition in the business world as a result of economic liberalization in various industrial sectors today, the role of human resources as the main determinant of whether or not a company can compete dynamically and profitably is increasingly felt its importance". The competitive advantage of an organization is largely determined by its HR quality. "Handling of HR must be carried out thoroughly in the framework of a strategic, integrated, interrelated and unity HR management system." Organizations desperately need competent human resources, have certain competencies needed to support the success of their work.

Organizational Commitment

The concept of employee commitment to this organization that gets the attention of the leadership and experts in organizational behavior, which is expected to exist on every employee. "Work commitment is a condition that is felt by employees that can lead to strong positive behavior towards the work organization they have". According to Steers and Porter (2013: 520) "a form of work commitment that arises is not only passive loyalty, but also involves an active relationship with work organizations that have the goal of providing all efforts for the success of the work organization concerned".

Mowday (2012: 64) defines employee commitment as "the relative strength of individual identification and its involvement with work organizations". While Mitchell (2012: 136) "views employee commitment as a value orientation towards

work that shows that individuals think deeply about their work, work gives life satisfaction, and jobs give status to individuals".

Research on the influence of employee commitment has been carried out. Commitment is; attachment to fulfill obligations. "Employee commitment is: a loyal attitude of an individual to do his best and carry out every obligation of his organization with full responsibility". While Daft (2012: 78) defines "employee commitment is:" loyalty & significant involvement in the organization".

Workload

According to Haryanto, (2014) workload is "the number of activities that must be completed by a person or group of people during a certain period of time under normal conditions". According to Menpan (Dhini Rama Dhanian, 2010: 16), the definition of workload is "a group or a number of activities that must be completed by an organizational unit or office holder within a certain period of time".

Meanwhile according to Permendagri No. 12/2008, "workload is the amount of work that must be carried by a position or organizational unit and is the product of work volume and norms of time".

Widodo (2014: 51) states that "in carrying out governance, development and community service, it requires high capability and skill (professionalism) with several requirements, therefore state administration can be categorized as a profession, where not everyone can carry out state administration, except people who have a higher education background, and have sufficient experience, skills, skills and expertise".

Thus, the understanding of workload analysis is "a process of analysis of the time used by a person or group of people in completing the tasks of a job (position) or group of positions (work units) carried out under normal conditions / conditions".

Then in the opinion of Robbins (2012: 218) "the level of employee performance will greatly depend on the ability of the employee itself such as the level of education, knowledge, experience where the higher level of ability will have higher performance as well. low experience will have a negative impact on employee performance, so that government employees are required to have certain qualifications, because not

everyone has the required skills to complete the work. So that the performance of employees is low due to the low ability of employees".

RESEARCH METHOD

Location and Object of Research

The location of this research was carried out at the Aceh Inspectorate Office. The objects of research are competence, organizational commitment, workload, employee job satisfaction and engagement of employees of the Aceh Inspectorate Office.

Population and Samples

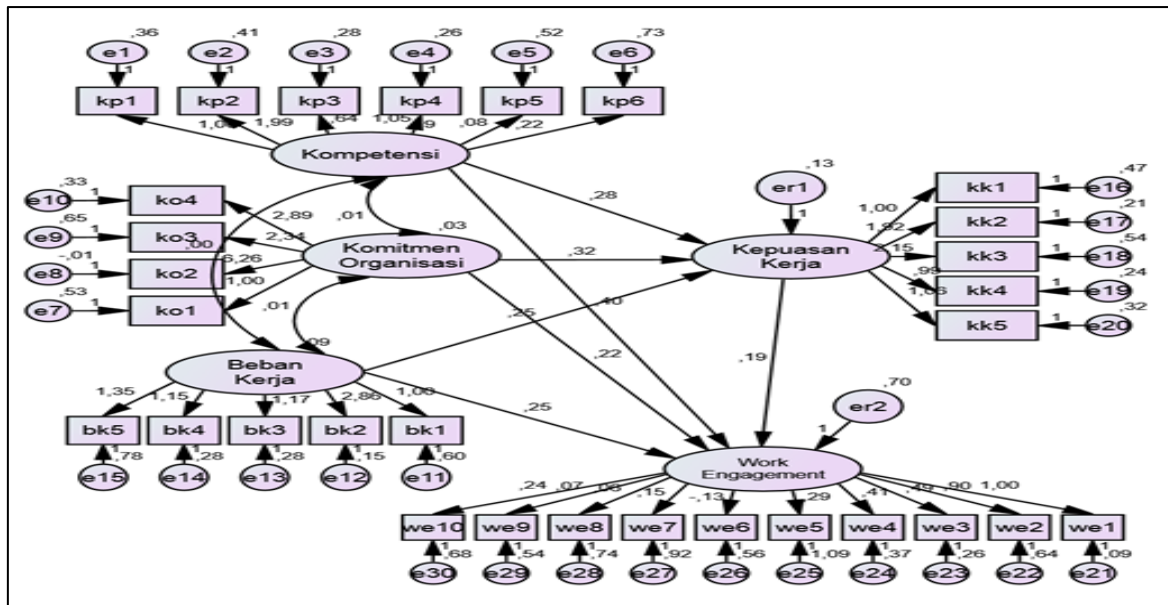
Population is "the totality of all objects or individuals who have certain characteristics, clear and complete to be studied" (Hasan, 2012: 58). "Population refers to the whole group of people, events, or other things that researchers want to investigate". Population group is "a collection of all elements in the population where the sample is taken. So, the sample is a subgroup or part of the population. In this study the intended population is all employees of the Aceh Inspectorate Office, amounting to 154 people, consisting of 131 civil servants and 23 contract workers." Sampling was carried out by census techniques for all employees at the Aceh Inspectorate Office.

Data Analysis Equipment

After collecting data, then it is analyzing the collected data using a method that can help in processing data, analyzing, and interpreting the data collected. The method used in data analysis is a method to get a conclusion. By looking at the frame of mind on the theoretical foundation, the data analysis technique used in conducting this research is quantitative research using SEM models with AMOS and SPSS programs for descriptive analysis.

RESULTS AND DISCUSSIONS

The next analysis used is a Full Model Analysis of Structural Model (SEM), then an analysis of the level of unidimensionality of the indicators forming latent variables will be tested by confirmatory factor analysis. From processing the data can be obtained by doing statistical tests and conformity tests. The results of processing the data can be seen on the following Figure 1.



Picture. 1. Results of Structural Equation Model (SEM) Testing.

Effect of Competence on Employee Performance

"The effect of competency on employee job satisfaction obtained a CR value of 6.079 with a significance level of $\alpha = 5$ of 0,000". Thus it can be concluded that the competence in the Aceh Inspectorate Office has an effect on increasing the job satisfaction of the Aceh Inspectorate Office employees. The magnitude of the influence of competence on job satisfaction is 0.282 or 28.2%.

Effect of Organizational Commitment on Employee Performance

"The influence of organizational commitment on employee job satisfaction obtained a CR value of 6.740 with a significance level of $\alpha = 5$ of 0.0001". Thus it can be concluded that organizational commitment in the Aceh Inspectorate Office has an effect on increasing employee job satisfaction. The magnitude of the influence of organizational commitment on job satisfaction is 0.320 or 32.0%.

Effect of workload on employee performance

"The effect of workload on employee job satisfaction obtained a CR value of 6.274 with a significance level of $\alpha = 5$ of 0.0001". Thus it can be concluded that workloads that are in accordance with the ability of employees will have an influence on increasing employee job satisfaction at the Aceh Inspectorate Office. The magnitude of the effect of workload on job satisfaction is 0.250 or 25.0%.

Effect of job satisfaction on employee engagement

"The effect of job satisfaction on employee engagement obtained a CR value of 6.579 with a significance level of $\alpha = 5$ of 0.0001". Thus it can be concluded that "employee job satisfaction will affect employee engagement at the Aceh Inspectorate Office. The magnitude of the influence of competence on

employee engagement is 0.188 or 18.8%".

Effect of Competence on Employee Engagement

The influence of competence on employee engagement is obtained by CR value of 4.253 with a significance level of $\alpha = 5$ of 0.0001. Thus it can be concluded that competency influences employee engagement at the Aceh Inspectorate Office. The influence of organizational commitment on employee engagement is 0.392 or 39.2% ...

Effect of organizational commitment on employee engagement

The influence of organizational commitment on employee engagement is obtained by CR value of 4.296 with a significance level of $\alpha = 5$ of 0.0001. Thus it can be concluded that the organizational commitment of the Aceh Inspectorate Office employees has an influence on increasing employee engagement at the Aceh Inspectorate Office.

Effect of workload on Employee Engagement

"The effect of workload on employee engagement is obtained by CR value of 3,634 with a significance level of $\alpha = 5$ of 0,0001". Thus it can be concluded that the workload owned by employees at the Aceh Inspectorate Office has an influence on increasing employee engagement at the Aceh Inspectorate Office.

Indirect Effects of Competence, Organizational Commitment and Workload on Employee Engagement Through Employee Job Satisfaction

"The direct effect of competency variables on employee job satisfaction with a CR value of 6.079, there is a direct influence of organizational commitment variables on job satisfaction with a CR value of 6.740, then there is the effect of workload on employee job satisfaction of 6.274, and there is a direct effect of job

satisfaction on employee engagement with a CR value of 6.579 ".

Based on the results of the analysis show that all exogenous variables consisting of competence, organizational commitment and workload have an effect on endogenous variables, namely employee job satisfaction and employee engagement significantly and there are no insignificant variables found, so that full mediated does not occur in this study. Thus it can be concluded that the findings in this subsample are consistent with findings in the whole sample, where competency variables, organizational commitment and workload have roles as partially mediated variables among employee job satisfaction variables with employee engagement.

The results of this study as a whole are consistent with previous research conducted by Sarmawa, (2015) which states that the competence possessed by an employee is able to influence the level of job satisfaction he feels. Then the results of this study are also consistent with the research conducted by Subowo (2015) which states that "the commitment of organizational members is the identification and involvement of someone who is relatively strong towards the organization, where members who have a strong commitment to the organization is a capital in achieving organizational goals, so provide maximum benefits for the organization ". The results of this study are also consistent with the research conducted by Ahmad, (2010) which states that "the number of tasks and responsibilities given to employees causes the results to be achieved to be less than optimal because employees only have little time to complete many tasks".

CONCLUSIONS

1. Competence, organizational commitment, workload, job satisfaction and work engagement of employees have been going well.
2. Competence affects the work engagement .
3. Organizational commitment affects the work engagement
4. Workload also affects the work engagement
5. Competence affects the job satisfaction of employees
6. Organizational commitment influences the job satisfaction
7. Workload affects the job satisfaction
8. Job satisfaction affects the work engagement
9. There is an indirect influence of competence influencing employee engagement work through the job satisfaction of employees.
10. There is an indirect influence of organizational commitment to influence employee engagement work through job satisfaction of employees
11. There is an indirect effect of workload influencing employee engagement work through the job satisfaction

RECOMMENDATIONS

1. In order to improve the work satisfaction and work engagement of Aceh Inspectorate Office employees based on the competency perspective, what needs to be done is to improve the work capacity of employees in accordance with established competency standards.
2. The problem of organizational commitment that needs to be done by employees must always strive to improve organizational performance, by staying focused on the work that has become his responsibility.
3. Then related to the workload of employees, then what needs to be done by the leadership is to reduce the high workload and required overtime to complete the work.
4. In order to improve employee job satisfaction, then what needs to be done by the leader is to maintain the relationship of your fellow colleagues to work very harmoniously.
5. As for increasing work engagement, what the leader needs to do is that an employee must be able to know what is expected from a job, so that the work can run well.

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