

Competency Management on Satisfaction Work Through Career Development and Quality Work

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Abstract

This study aims to find out and analyze the Influence of Competency Management on Job Satisfaction Through Career Development and Work Quality at the Regional Office of the Ministry of Religious Affairs of West Sulawesi Province. The research was conducted at the Ministry of Agriculture of West Sulawesi Province, lasting for approximately 2 (two) months, from September to October 2020. This research uses a causality design with a quantitative approach. The population in this study is all civil servants in the Ministry of Agriculture of West Sulawesi Province, which is 194 people. Teknik sampling uses total sampling, so the final sample used is 194 employees. Techniques for data collection through observation, interviews, questionnaires, and documentation, while analyzing data with path analysis. The results showed that the variable with the greatest influence is competency management on career development. Competency management is an organizational offer that makes employees' careers better. Namely, employees are easier to participate in training, mutation, and ease of promotion based on competence. Career development and quality of work are intervening variables that directly influence job satisfaction. The variable with the smallest influence is competency management on job satisfaction through career development; not all employees feel job satisfaction because organizational considerations in career development consider less employee tenure but more competence.

Keywords

Competency Management, Job Satisfaction, Career Development, and Job Quality.

1. Introduction

Job satisfaction is an important aspect of strategic management that is sometimes discussed whether in the academic or practical scope and business. Job satisfaction has a considerable impact on the organization's productivity, either directly or indirectly (Rahawarin et al., 2020; Tehubijuluw Zacharias et al., 2021). Employee job satisfaction is an important factor because the satisfaction it gets will also determine a positive attitude towards work.

The level of job satisfaction can be achieved if an employee in his job has competencies that are in his field of work. Competence emphasizes efforts to utilize knowledge and work skills in achieving performance optimization. Thus, competence is an effort that a person has with the level of knowledge and skills and other internal factors related to performing his duties and work.

Good competence is related to the task of a person who tends to improve the quality of the work he does, and when a person has a good level of competence for the work he does, he will be able to complete the work well. Managing competencies is very helpful to find out the extent to which an employee can work optimally and contribute to the wishes of his organization (Kurniawan et al., 2022; Mislia et al., 2021; Setianto et al., 2022). Managing competencies is important for planning, assisting, and developing performance. Competency management as a practical step is used with a formal and organized approach to ensure that human resources are talented to meet organizational goals.

In addition, career development opportunities are an essential aspect that increases employee job satisfaction. According to Tamsan and Yusriadi (2022), career development is a staffing activity that helps employees plan their future careers in the organization so that the employees concerned can develop themselves to the maximum.

This research seeks to uncover how much competency management influences job satisfaction through career development and work quality at the Regional Office of the Ministry of Religious Affairs of West Sulawesi Province.

2. Literature Review

The competence possessed by an employee will encourage his organization to achieve results faster and by the expectations. An organization wants regularity in terms of placement and division of work by the competence of its employees so that it can quickly check and balance and manage employees who have a different level of competence from others. Management of organizational competence can manage employees more precisely because they know their employees with advantages and disadvantages of employees' career development. It is very related to how the organization can show employees who have a higher level of ability than others. It is easier for the organization to make the right selection of an employee who has the right to be promoted to a higher level. The level of proficiency and achievements, experience, and training and development carried out by a person to improve his competence will play a role in developing his career optimally (Tamsah et al., 2021). The results of previous studies that support this relationship include (Freire et al., 2018; Ilyas et al., 2022; McLoughlin and Luca, 2001), which suggest that competency management has a positive effect on career development.

Resources are the main drivers in an organization that can carry out the direction and goals that the organization wants to achieve. Competence is an important element that is directly related to the ability possessed by employees with abilities that are by organizational expectations so that each given work can be completed optimally. In addition, to get resources or employees who have the right level of competence, the organization must do good management by paying attention to how its employees show their best performance according to their competence. Regarding the quality of work, employees will feel the benefits of their work if they are satisfied with what they achieve (Hwang et al., 2015). Previous research results supporting this relationship include (Karya et al., 2019; Kusuma et al., 2021; Rahmansyah San et al., 2021), which concluded that competence has a positive and significant effect on the quality of work.

The level of satisfaction felt by employees is a good reflection that the workplace provides something more, or even there is an added value that they get where they work. Job satisfaction is not solely due to the high rewards provided by the organization but because of the good management of competencies in the organization. It shows that employees with good competence in their workplace will be a reference to display effective work results in any situation. Through this competency management, many positive things are obtained. The organization will do less training for its employees, and it will impact budget savings that can be used for additional salaries for employees with the best competencies. The resulting evaluation and management will also help ascertain whether the training is practical or not. Thus, the organization will benefit through various savings because the right competency management system can be done, which will also increase job satisfaction. It is supported by Sawitri et al. (2019) that job satisfaction is an affective or emotional response to various aspects of work. Previous research results that support this relationship include those Tamsah et al. (2020), which concluded the positive and significant influence of competency management on job satisfaction.

Career development is an important stage given by the organization to employees who have a good view of the organization. This employee shows many achievements or achievements as desired by the organization. In addition, the organization also provides opportunities for employees who want to plan their careers in the future to be able to develop themselves to the fullest. It is supported by Yusriadi et al. (2020) that career development is a staffing activity that helps employees plan their future careers so that the employees concerned can develop themselves to the maximum. Job satisfaction will increasingly produce good jobs, but from the various challenges faced in work, organizations can give some awards by giving them opportunities to develop their careers. Job satisfaction can be fulfilled when a person can produce a satisfactory and attractive job. There are challenges faced in doing the work that gives encouragement and appreciation from within him to feel satisfaction for his job responsibilities (Yusriadi Yusriadi, 2021; Yusriadi Yusriadi et al., 2020). Previous research results that support this relationship include those (Rahmat et al., 2021; Wirdawati et al., 2021; Yusriadi Yusriadi, 2021; Yusriadi Yusriadi et al., 2020; T Zacharias et al., 2021), who concluded that career development has a positive and significant effect on job satisfaction.

In work, a person who is not only satisfied with one thing, but many considerations are owned by someone so that in assessing the level of satisfaction of someone in work will be seen in the development of their work results. That job satisfaction is the effectiveness or emotional response to various aspects of work. The existence of job satisfaction for someone is visible from their reactions and emotional responses in carrying out their work. Evidence shows that job satisfaction is strongly associated with the level of abstraction possessed by someone difficult to know just by looking in plain sight. Through the job satisfaction shown by employees in their work, organizations see the quality of work they create. Previous research that supports this relationship includes (Amri et al., 2018; Suharyanto et al., 2021; Tuan et al., 2019) which suggests that work quality has a positive and significant effect on job satisfaction.

3. Methods

Techniques for data collection through observation, interviews, questionnaires, and documentation, while analyzing data with path analysis. The research was conducted at the Ministry of Agriculture of West Sulawesi Province, lasting for approximately 2 (two) months, from September to October 2020. This research uses a causality design with a quantitative approach. The population in this study is all civil servants in the Ministry of Agriculture of West Sulawesi Province, which is 194 people. Teknik sampling uses total sampling, so the final sample used is 194 employees.

4. Results

4.1 Effect of Competency Management (X) on Career Development (Y1)

Table 1. Regression test results X Y1→

Type		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.273	2.172		6.111	.000
	Competency Management (X)	.680	.050	.697	13.481	.000

Dependent Variables: Career development (Y1)

Source: Processed data results, 2020

The path coefficient value is 0.697 with a significance level of 0.000 which means significant ($\text{Sig} < 0.05$). The amount of influence is 0.697, which means that every one-point increase in Competency Management (X) will increase Career Development (Y1) by 0.697 points.

4.2 Effect of Competency Management (X) on Quality of Work (Y2)

Table 2. X Y2 regression test results→

Type		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.305	1.702		7.230	.000
	Competency Management (X)	.493	.040	.669	12.483	.000

Dependent Variable: Quality of Work (Y2)

Source: Processed data results, 2020

The regression coefficient value is 0.669, with a significance level of 0.000 means significant ($\text{Sig} < 0.05$). The magnitude of variable X's influence on Y2 can be seen from the standardized coefficients beta value of 0.669, which means that every one point of Competency Management (X) will be able to improve the Quality of Work (Y2) by 0.669 points.

Influence of Competency Management (X), Career Development (Y1), and Job Quality (Y2) on Job Satisfaction (Z)

Table 3. Regression Test Results X, Y1, and Y2 Z→

Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	17.201	2.664		6.457	.000
Competency Management (X)	.219	.081	.245	2.706	.007
Career Development (Y1)	.174	.081	.190	2.149	.033
Quality of Work (Y2)	.251	.103	.207	2.429	.016

Source: Processed data results, 2020

The Effect of Competency Management (X) on Job Satisfaction (Z). Regression coefficient value of 0.245 with a significance level of 0.007 (Sig < 0.05). The magnitude of variable X's influence on Z can be seen from the standardized coefficients beta value of 0.245, which means that every one point of Competency Management (X) will be able to increase Job Satisfaction (Z) by 0.245 points (Table 1-4).

The Effect of Career Development (Y1) on Job Satisfaction (Z). The magnitude of variable Y1's influence on Z can be seen from the beta standardized coefficients value of 0.190, which means that every one-point increase in Career Development (Y1) will be able to increase Job Satisfaction (Z) by 0.190 points. The regression coefficient value of 0.190 with a significance level of 0.033 is significant (Sig < 0.05).

Effect of Job Quality (Y2) on Job Satisfaction (Z). The regression coefficient value is 0.207 with a significance of 0.016, (Sig < 0.05). The magnitude of variable Y2's influence on Z can be seen from the value of standardized coefficients beta, 0.207, which means that every one-point increase in Work Quality (Y2) can increase Job Satisfaction (Z) by 0.207 points.

The determination value of R Square (R^2) indicates 0.324 or 32.4%, meaning that 32.4% variation in the ups and downs of the Job Satisfaction (Z) variable can be explained by variations in competency management (X), career development (Y1) and job quality (Y2) variables. The remaining 67.6% was explained by other variables outside the model studied.

4.3 Indirect effect

The Influence of Competency Management on Job Satisfaction Through Career Development. $X \rightarrow Y1 \rightarrow Z = 0.697 \times 0.190 = 0.132 \rightarrow \rightarrow$ It means that the indirect influence of variable X on Z through Y1 is 0.132 points. The Effect of Competency Management on Job Satisfaction Through Job Quality; $X \rightarrow Y2 \rightarrow Z = 0.669 \times 0.207 = 0.138 \rightarrow \rightarrow$ It means that the indirect influence of variable X on Z through Y2 is 0.138 points. Based on the results of path analysis of all independent, intervening, and dependent variables, a path analysis model can be created as follows in Figure 1:

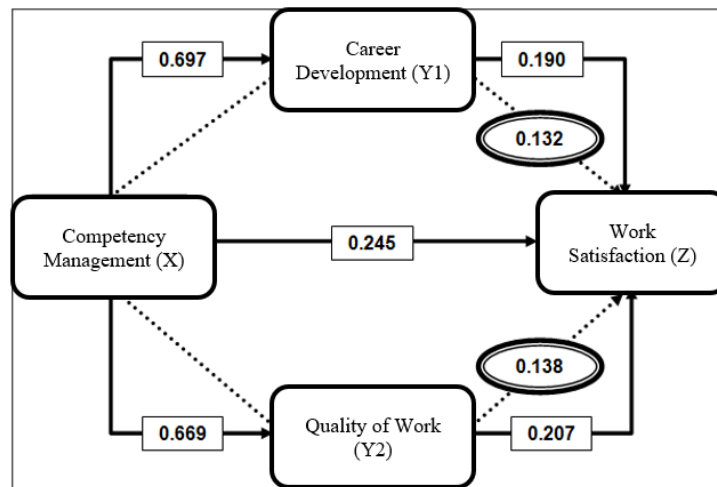


Figure 1. Full Model Path Analysis

4.4 Hypothesis Test Results

Table 4. Summary of hypothesis tests

No	Hypothesis	Value	Sig	Conclusion
1	Competency Management has a significant positive effect on Career Development in the Ministry of Agriculture of West Sulawesi Province	0.697	0.000	Evident
2	Competency Management has a significant positive effect on The Quality of Work in the Ministry of Agriculture of West Sulawesi Province.	0.669	0.000	Evident
3	Competency Management has a significant positive effect on Job Satisfaction Regional Office of the Ministry of Religion West Sulawesi Province.	0.245	0.007	Evident
4	Career Development has a significant positive effect on Job Satisfaction in the Ministry of Agriculture of West Sulawesi Province.	0.190	0.033	Evident
5	The quality of work has a significant positive effect on job satisfaction in the Ministry of Agriculture of West Sulawesi Province.	0.207	0.016	Evident
6	Competency Management has a significant positive effect on Job Satisfaction through Career Development at the Ministry of Agriculture of West Sulawesi Province.	0.132	0.041	Evident
7	Competency Management has a significant positive effect on Job Satisfaction through Job Quality at the Ministry of Agriculture of West Sulawesi Province.	0.138	0.048	Evident

5. Discussion

Positive and significant, these results are supported by research Holden et al. (2011). Competency management is not just a way to develop the competence of organizational members to be better in their work. Still, able to manage the needs of human resources that are important for their organization, with the ability of organizations to manage competencies in conducting career development, organizations easily make selection, mutations, or promotion of positions.

Positive and significant, supported by research Reardon et al. (1992). Competency management has made it easier for organizations to perform efficiently, including training, performance identification, assessing good and poor employee performance, facilitating career development, and minimizing selection in the organization. The managed competency management system has produced optimal performance and quality of work by maximizing employees' potential and the high enthusiasm of the market.

Positive and significant, supported by research Owens et al. (2003). Competency management as an organizational strategy concept is used to increase HR capacity and placements by their potential. The organization's ability to perform competency management impacts the employee's job satisfaction. Their satisfaction is placed in a position by their potential, their working conditions, and the work itself.

Positive and significant, the research findings are supported by Ueno (2015). Career development is a step that encourages employees in the organization to be better able to improve their abilities along with the career opportunities offered; following the organization's offer at the organizational career, level makes a profitable opportunity for them.

Positive and significant, the findings of this study are supported by Muganda et al. (2010). The quality of work creates reliability in implementing tasks so that it appears of high quality and accuracy and great responsibility. Employees in their organization show their potential, optimal work results, and high enthusiasm, thus if carried out by the ability of employees and their expectations to increase their satisfaction.

Positively and significantly, competency management is an important concept in the organization's role of managing the potential of human resources Rosha et al. (2013). This concept triggers the spirit of employees developing their careers because the organization gives an offer and ultimately encourages their satisfaction in their work.

Positively and significantly, competency management encourages organizations to make improvements to be placed in a profitable position, with competency management encouraging quality of work and satisfaction for employees (Salina et al., 2012).

6. Conclusion

Based on the study results, it can be concluded that competency management is an organizational offer that makes employees' careers better, namely, employees are easier to participate in training, mutations, and ease of promotion based on competence. Career development and work quality as intervening variables also directly influence job satisfaction. The variable with the smallest influence is competency management on job satisfaction through career development; not all employees feel job satisfaction because organizational considerations in career development consider less employee tenure but more competence.

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