



Job satisfaction moderates the effect of competence and training on employee performance, a study on SMEs members of the Intako in Cooperative Sidoarjo Regency

Ahmad Dzulfikri Budi Kusworo*, Budiyanto, Suwitho

¹ Politeknik NSC, Indonesia

² STIESIA Surabaya, Indonesia

*Correspondence: Ahmad Dzulfikri Budi Kusworo

Email: ahmaddzulfikri04@gmail.com

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Abstract: This research is entitled "Job satisfaction moderates the effect of competence and training on employee performance", a study on SMEs members of the Intako in Cooperative Sidoarjo Regency. The purpose of this study is First, to test and analyze the effect of competence on the performance of employees of SMEs members of the Intako Cooperative in Sidoarjo Regency, to test and analyze the effect of training on the performance of employees of SMEs members of the Intako Cooperative in Sidoarjo Regency. Second, to test and analyze job satisfaction, moderating the effect of competence on the performance of SME employees who are members of the Intako Cooperative in Sidoarjo Regency. Third, to test and analyze job satisfaction moderating the effect of training on the performance of SME employees who are members of the Intako Cooperative in Sidoarjo Regency. The contributions in this study are: First, the contribution of theories, namely the results of this research is expected to provide a deep picture and understanding of the performance of SME employees who are members of the Intako Cooperative in Sidoarjo Regency. As well as references for similar

studies in the future Second, the practical contribution of the results of this study is expected to be a reference for SMEs members of the Intako Cooperative to improve factors that affect employee performance. Third, policy contribution, namely the results of this research, is expected to be useful and used as input or evaluation in implementing government programs, especially in terms of community empowerment / SMEs carried out by the Office of Cooperatives and MSMEs, Industry, Trade, and Energy of Mineral Resources in Sidoarjo Regency. The data analysis technique used in this study, researchers used moderation analysis with data processing using the SmartPLS program version 3.0 starting from model measurement (outer model), model structure (inner model) and hypothesis testing. The results of testing the hypothesis of the model show that: First, competence has a significant effect, on employee performance, which means that the competencies possessed by employees are very good so that they have a meaningful influence on improving employee performance, so it can be said that the more competence increases, employee performance also increases. Second, training has a significant effect on employee performance, which means that the training provided by employees is good and has a meaningful influence on improving employee performance, so it can be said that the more training increases, of course employee performance increases. Third, job satisfaction is able to moderate the effect of competence on employee performance variables. Four, job satisfaction is able to moderate training on employee performance.

Keywords: Satisfaction; Competence; Training; Employee Performance

Introduction

Some of the problems faced by Intako SMEs include: lack of capital, lack of training, low level of HR competence, sales have decreased over the last 4 years from 2018-2021, resulting in a decrease in the organizational structure of SMEs members of the Intako

Cooperative. If the decline in organizational wheels is not immediately resolved, it will have a direct impact on Intako UKM's liquidity is low, which results in hampered sales of bags and luggage, as a result, members experience difficulties in selling bag and luggage products due to delays in production by craftsmen, no employee welfare, and a reduction in employees, and experienced business bankruptcy at UKM Intako. The decline in the wheels of the organization is a reflection of the decline/low performance of employees.

According to Jeffrey, and Dinata (2017); Tahir, *et al* (2019); Brahmasari dan Mujanah (2017), competence has a significant effect on employee performance. Noel, *et al* (2017), Suantara, *et al* (2020); Suharno and Despinur, (2017); Berlian, (2018); Sumardi and Wibowo, (2018) stated that competence has an insignificant effect on employee performance. Zaki, *et al* (2019); Nethmini and Ismail (2019); Kuruppu, *et al* (2021); Sweis, *et al* (2019); Wolor, *et al* (2020) stated that training has a significant effect on employee performance. Saputra, *et al* (2019) stated that training has an insignificant effect on employee performance. Nurani, (2020) shows that training has a positive and significant influence on performance through satisfaction.

Resource based theory explains that the creation of sustainable competitive advantage is closely related to the ability of companies to maintain valuable, scarce and irreplaceable resources as well as allocate and use resources effectively (Barney, *et al*, 2011). The view of enterprise resource-based theory (RBV) and generated resource-based theory (RBT) provide an important framework for explaining and predicting the basis of a firm with competitive advantage and performance (Barney, *et al*, 2011).

The novelty of this research lies in the resources base theory which can be derived into a new model in this study, which lies in the variable job satisfaction as a moderating variable of competency and training variables on employee performance variables, because the variable of job satisfaction affects (strengthens or weakens) the relationship between variable. Job satisfaction is expected to be a moderating variable and is a novelty in this study which is expected to be a solution to the research gap on the effect of competence and training on employee performance in UKM members of the Intako Cooperative in Sidoarjo Regency.

According to Kaur and Bains (2013), competence is a number of experiences, knowledge, and attitudes needed during life for effective performance in a task or job. According to Khalique, *et al* (2013), HR competence is highly considered as the lifeblood of an organization. Organizations are responsible for improving the performance of human resources through the implementation of training and development, this is one of the main steps that every organization needs to realize, as it is well known that human resources are a very important resource in an organization.

Competencies can be defined as a set of observable performance dimensions, including individual knowledge, skills, attitudes, and behaviors, as well as collective team, process, and organizational capabilities that are associated with high performance, and provide organizations with sustainable competitive advantages (Chinomona, 2013). Almusaddar, (2018); Kurniawan, *et al* (2018) stated that increasing competency is carried out through increasing employee knowledge, skills and attitudes, which is directly proportional

to increasing performance. According to Haddad (2017), one of the terms that expresses their work potential in real activities is competence.

According to Ardiana et al. (2010), the HR competency indicators examined in this study encompass knowledge, skills, and abilities. Knowledge refers to the mastery of science and technology acquired through learning and experience. Skills entail the specialized capacity to manipulate physical objects, while abilities denote an individual's capability to perform various tasks within a job role. Additionally, organizational and employee performance are deemed crucial for fostering adaptability and gaining competitive advantages (Khtatbeh et al., 2020). Training plays a pivotal role in enhancing employee understanding and skills to achieve organizational objectives (Samwel, 2018). The significance of training and development for enhancing organizational effectiveness has been underscored in previous research (Devi and Shaik, 2012; Jagero et al., 2012). Furthermore, Dessler (2017) identifies five key indicators of training, including the qualifications of instructors, the attributes of trainees, appropriate training methods, the relevance of training materials, and the delineation of training objectives. Job satisfaction remains a focal point in HR management studies, as it significantly impacts organizational effectiveness (Arulrajah, 2017). Chandrasekar (2011) emphasizes the importance of effective HR management for organizational efficiency. The role of human resources in achieving organizational goals is paramount, necessitating optimal employee performance (Eliyana et al., 2019). Colquitt et al. (2013) highlight various indicators of job satisfaction, such as salary, promotion opportunities, supervision quality, camaraderie among colleagues, intrinsic job characteristics, altruism, status, and the social environment. Finally, Naseem (2011) defines performance as the completion of assigned tasks based on established standards, stressing the importance of aligning human resources with organizational goals to maintain effective performance (Sultana et al., 2012).

Research Method

According to Sugiarto (2017: 134-135), the population is a group of individuals who have distinctive characteristics that are of concern within the scope of the study. The population in this study are SME employees who are members of the Intako Cooperative, totaling 280 employees.

Given the large number of populations, and the limited ability of researchers in terms of time and cost, it is necessary for researchers to take samples. According to Sugiarto (2017: 136), a sample is a portion of the population taken according to a certain procedure. Sample size is the number of samples to be taken from a population, so in this study the researcher used the Yamane formula (1973) as quoted by Ferdinand (2014), to determine the number of samples to be studied, because in sampling, the number must be representative so that the results research can be generalized and the calculation does not require a table of the number of samples, but can be done with simple formulas and calculations. The sample in this study amounted to 165 respondents.

According to Sugiarto (2017), there are two types of sampling techniques, namely probability sampling and non-probability sampling. to be selected as a sample. According to Ferdinad (2014), stratified sampling is a technique in which everyone in the sampling frame is divided into "strata" (groups or categories), then into each of these categories a simple random sample or a systematic sample is selected. Considering that the sampling of UKM employees who are members of the Intako Cooperative in Sidoarjo Regency is divided into small and medium industry categories, the researchers allocated the following sampling technique: (Ferdinad, 2014).

Table 1 Distribution of Amount by Industry Category

| Industry | Amount |
|--------------|-------------------------|
| Small | $(165/280) * 100 = 59$ |
| intermediate | $(165/280) * 180 = 106$ |
| Total | 165 |

Data collection

According to Sugiyono (2018:137), the data collection procedures used by the author in this research are divided into two groups, namely primary data and secondary data. Data collection in this research using primary data was carried out by providing a list of questions or questionnaires regarding competency, training, job satisfaction, performance of SME employees who are members of the Intako Cooperative.

While secondary data collection was taken from research journals, textbooks related to the topics of competency, training, job satisfaction, employee performance. The data taken is in the form of theory and research results regarding the topic under study. Retrieval of data from UKM members of the Intako Cooperative, is needed to add information and provide an overview of the phenomena that occur with respect to the topic raised, while the data taken is:

Survey data for SME employees who are members of the Intako Cooperative regarding competency, training, job satisfaction, employee performance. Meanwhile, data collection originating from data at the Intako Cooperative is also needed to add information and provide an overview of the phenomena that occur with respect to the topic raised, while the data taken is: The phenomenon of income for UKM members of the Intako Cooperative from 2018-2021 has decreased. Data on SME employees who are members of the Intako Cooperative.

Data analysis

The data analysis technique used in this study, researchers used moderation analysis with data processing using the SmartPLS program version 3.0 starting from model measurement (outer model), model structure (inner model) and hypothesis Inferential Statistics, (Inductive Statistics) or (Probability Statistics) is a statistical technique used to

analyze sample data and the results are applied to the population (Sugiyono, 2019: 207). This statistic will be suitable for use when the sample is taken from a clear population, and the sampling technique from that population is done randomly testing.

According to Solimun (2017:17), research involving multivariables is feasible for multivariate analysis if the variables are observed simultaneously or simultaneously. If the observation of research variables is not done together, then the appropriate analysis is a univariate analysis, this is true even if the study involves multivariable.

The reason for using smartPLS in order to analyze and predict job satisfaction theory (KK) moderates the effect of competence (KP) and training (PL) on employee performance (KR).

Result and Discussion

Convergent Validity

Upon reviewing the Convergent Validity table, it is evident that the outer loading value of each indicator for every variable exceeds 0.7.

Discriminant Validity

Fornell-Larcker Criteria

All indicators demonstrate higher cross-loading values across latent variables compared to loading on other variables, affirming the absence of issues in discriminant validity.

Additionally, according to the Fornell-Larcker Criteria, the AVE root value for each construct surpasses the correlation value of one construct with another, thus confirming valid discriminant validity.

Composite Reliability

With a composite reliability value exceeding 0.70, the consistency and stability of the instrument used indicate strong composite reliability. Therefore, it can be concluded that the instrument's reliability requirements have been met.

Structural Model Evaluation (Inner Model)

R-Square

R Square can be explained that the effect of competency variables (KP), training (PL), job satisfaction (KK) on employee performance (KR) gives a value of 0.756 or 75.6% which can be interpreted that the dependent latent variable can be explained by an independent latent variable of 75.6%, while 24.7% is explained by other variables outside the study.

The three R-square values are categorized as strong according to their criteria (strong, moderate, low), that is, the variables in the model have a greater influence on the affected variables than other factors that come from outside the model. 74.8% of the variation that occurs in employee performance variables (KR) can be explained by competency and training variables (KP, PL) and job satisfaction (KK), while the remaining 25.5% can be explained by other variables.

Q² Predictive Relevance (Q-Square)

The Q² value is 0.756 which means that the proposed model already has predictive relevance, because the Q² value shows greater than 0 and close to 1.

F-square value

Competency variable (KP) of 1.812 which means that it shows a strong influence of competency variable (KP) on employee performance variable (KR). The training variable (PL) of 0.029 means that it shows a small effect of the training variable on the employee performance variable. The variable of job satisfaction (KK) on employee performance (KR) is 0.034 which means that it realizes a small influence.

The moderation effect1 is 0.140 which means that it shows a strong influence of job satisfaction variables moderating competency variables on employee performance variables. The moderation effect2 is 0.041 which means it shows a moderate effect of job satisfaction variables moderating training variables on employee performance variables.

Quality Index

The results of the Quality Index can be concluded that all goodness of fit criteria that meet are KP, PL, KK, Moderation Effect1, Moderation Effect2, because the quality index results show > 0.36 .

Hypothesis Testing Results

1. Competency has a significant effect on employee performance, because P-Value = 0.000 or P-Value ≤ 0.05 (alpha 5%).
2. Training has a significant effect on employee performance, because P-Value = 0.032 or P-Value ≤ 0.05 (alpha 5%).
3. Job satisfaction significantly moderates the effect of competence on employee performance, because P-Value = 0.000 or P-Value ≤ 0.05 (alpha 5%).
4. Job satisfaction significantly moderates the effect of training on employee performance, as P-Value = 0.040 or P-Value ≤ 0.05 (alpha 5%).

Discussion

Competency Has a Significant Effect on Employee Performance

Based on the results of the f square test in this study, the competency variable (KP) is 1.812, which means that it shows a strong influence on employee performance variables (KR). The results of the quality index test of 0.61 explained that the influence of competence on employee performance has a good model compatibility relationship. The results of the hypothesis test conducted in this study show that competence has a significant effect, on employee performance, because P-Value = 0.000 or P-Value ≤ 0.05 (alpha 5%). Which means that the competencies possessed by employees are very good so that they have a meaningful influence on improving employee performance, so it can be said that the more competence increases, employee performance also increases.

This study supports previous research from Jeffrey, and Dinata (2017); Brahmasari and Tahir (2019); Mujanah (2017), which states that competence has a significant effect on employee performance.

In this study, the greatest outer loading value for the competency variable is knowledge. To be able to improve good competence, what employees must have is good knowledge, for example knowledge of product concepts, knowledge of SOP, knowledge of consumer behavior.

Based on the phenomenon in the field, competence is the main concern in improving employee performance, therefore SMEs that are members of the Intako Cooperative, should pay attention to factors that affect employee performance. To improve (upgrade) employee performance, what is done by SMEs members of the Intako Cooperative is as upgrade employees' knowledge of the product, upgrade employee knowledge about SOP, upgrade employee knowledge about consumer behavior.

Training Has a Significant Effect on Employee Performance

Based on the results of the f square test in this study, the training variable of 0.026 shows that the weak influence on employee performance variables. The results of the quality index test of 0.62 explained that the effect of training on employee performance has a good model compatibility relationship.

The results of the hypothesis test conducted in this study show that training has a significant effect on employee performance, because P-Value = 0.032 or P-Value ≤ 0.05 (alpha 5%) which means that the training provided by employees is good and has a meaningful influence on improving employee performance, so it can be said that the more training increases, employee performance also increases.

Based on the existing phenomenon that participants consider training in SMEs members of the Intako Cooperative has not been useful, because the training methods used are theoretical and practical.

This study also supports previous research from Zaki, et al (2019); Nethmini and Ismail (2019); Kuruppu, et al (2021); Sweis, et al (2019); Wolor, et al (2020) stated that training has a significant effect on employee performance. In this study, the largest outer loading value for the training variable was the instructor.

Based on the phenomenon in the field, training is the main concern in improving employee performance, therefore SMEs are members of the Intako Cooperative, you should pay attention to the factors that affect employee performance should be carried out by SMEs members of the Intako Cooperative to improve employee performance, namely: provide instructors who have adequate qualifications/competencies. Provide Instructors who can motivate participants. Provide Instructors who can create feedback needs.

Job Satisfaction Moderates the Effect of Competency on Performance Employee

The results of the f square test of 0.140 in this study showed that job satisfaction moderated the strong influence of competency variables on employee performance variables. The results of the quality index test in this study of 0.87 explain that satisfaction moderating the effect of competence on employee performance has a good model fit relationship. The results of the f square test of 0.140 in this study showed that job satisfaction moderated the strong influence of competency variables on employee performance variables. The results of the quality index test in this study of 0.87 explain that satisfaction moderating the effect of competence on employee performance has a good model fit relationship.

Based on the phenomenon in the field, it is explained that the higher the level of job satisfaction felt by employees, thus affecting employee competence to improve the performance of SME employees who are members of the Intako Cooperative.

The results showed that for the job satisfaction variable, the dominant indicator was supervision of the outer loading results of 0.941 so that SMEs members of the Intako Cooperative should increase supervision in order to influence the competence of employees in increasing their knowledge so as to improve the performance of employees of SMEs members of the Intako Cooperative.

Job satisfaction moderates the effect of training on performance Employee

The results of the f square test in this study of 0.041 explain that the weak effect of job satisfaction variables moderates training variables on employee performance variables. The results of the quality index test in this study of 0.87 explain that job satisfaction moderating the effect of training on employee performance has a good model fit relationship.

The results of the hypothesis test in this study explain that job satisfaction does not strengthen the effect of training on employee performance, because P-Value = 0.040 or P-Value \leq 0.05 (alpha 5%). This study also supports previous research from Nurani research, (2020) showing that training has a positive and significant influence on performance through satisfaction. Based on the phenomenon, it is explained that the higher the level of job satisfaction felt by employees, thus affecting the seriousness of employees to attend training so that it can improve the performance of SME employees who are members of the Intako Cooperative.

Conclusion

Competency plays a crucial role in enhancing employee performance, indicating that employees' skills and knowledge significantly influence their effectiveness at work. As competence increases, there is a corresponding improvement in employee performance. Effective training programs positively impact employee performance, demonstrating that well-designed training initiatives contribute to enhanced employee effectiveness. As the frequency and quality of training increase, so does employee performance. Job satisfaction acts as a moderator in the relationship between competence and employee performance. When job satisfaction is high, the positive effect of competence on performance is further amplified, highlighting the importance of addressing satisfaction in conjunction with competence. Similarly, job satisfaction moderates the relationship between training and employee performance. When employees are satisfied with their jobs, the impact of training on performance is heightened, underscoring the significance of considering satisfaction alongside training efforts.

Suggestions

Members of the Intako Cooperative SMEs should prioritize and enhance competence levels among employees to improve overall performance within the cooperative. Intako Cooperative SMEs should recognize the role of job satisfaction in moderating the impact of competence on employee performance, thereby emphasizing the importance of fostering job satisfaction alongside enhancing competence. Attention should be given to improving training programs within Intako Cooperative SMEs to bolster employee performance effectively. Considering job satisfaction as a moderator for the effect of training on employee performance is essential for Intako Cooperative SMEs to maximize the effectiveness of their training efforts. Future research should explore additional variables beyond competence and training that may influence employee performance, while also considering alternative moderators to job satisfaction, to provide a comprehensive understanding of factors impacting performance. In addition to Intako Cooperative SMEs, other SMEs should be included in future research to facilitate comparisons and broaden insights, aiding in the development of tailored strategies to enhance employee performance across various small businesses.

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