



THE INFLUENCE OF COMPETENCE, WORK ENVIRONMENT, AND JOB STRESS ON ORGANIZATIONAL COMMITMENT OF EMPLOYEES IN THE SERVICE OF WOMEN'S EMPOWERMENT CHILD PROTECTION POPULATION CONTROL AND FAMILY PLANNING IN RIAU ISLANDS PROVINCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE

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Abstract

This study aims to examine the influence of competence, work environment and work stress on organizational commitment of employees of the women's empowerment service, child protection, population control and family planning, Riau Islands province with job satisfaction as an intervening variable. The analysis used in this research is parametric and non-parametric statistics. parametric using SEM-PLS (Structural Equation Modeling-Partial Least Square) The results of this research on direct relationships found that Competence has a negative and insignificant effect on organizational commitment, the work environment has a positive and insignificant effect on organizational commitment, Job stress has a positive and not significant to organizational commitment, Competence has a positive and significant effect on job satisfaction, Work environment has a positive and significant effect on job satisfaction, Job stress has a negative and not significant effect on job satisfaction, Job satisfaction has a positive and significant effect on organizational commitment, in testing the relationship hypothesis It was indirectly found that Competence had a significant positive effect on Organizational Commitment with job satisfaction as an intervening variable, Work environment had a significant positive effect on Organizational Commitment with job satisfaction as an intervening variable, Job stress had a negative and insignificant effect on employee Organizational Commitment with job satisfaction as an intervening variable

Keywords: Competence, Work Environment, Work Stress, Organizational Commitment, Job Satisfaction

1. INTRODUCTION

Organizational commitment is not just passive loyalty to the organization, but rather an active dynamic between all members of the organization and their organization. Under these conditions, the elements of organizational commitment become a very important basis for organizational members to achieve success in carrying out their duties. Organizational commitment is very important in the survival of an organization because organizational commitment will create a sense of belonging for employees to the organization. To realize strong organizational commitment, employees who have good performance are needed. At work, employees will have good performance if they are satisfied at work.

Employee job satisfaction is basically an individual thing. Each individual will have a different level of satisfaction with the value system that applies to him. This is due to the differences between each individual. The more aspects of the job that suit the individual's wishes, the higher the satisfaction felt, conversely, if the fewer aspects of the work suit the individual's wishes, the lower the level of satisfaction. Human resources are the main factor in an organization to achieve organizational goals. Organizational goals will be more easily achieved if within the organization there are potential and competent human resources, so that they can improve the quality and quality of the organization. The success of an organization will be clearly visible whether it can manage existing human resources better than before in achieving organizational

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goals. Human resources have value and a strategic position in the growth and development of the organization. One of the roles of human resource management is to maintain and increase employee job satisfaction. Employee satisfaction will influence the achievement of company goals that have been set.

Very low employee satisfaction will result in the organization experiencing losses which can then end in the closure of the organization. In government related to human resources (HR) actually already exists with the issuance of Law Number 5 of 2014 concerning state civil servants and other government regulations from the presidential level to regional governments. Human resource problems, especially in the government sector, are very important to resolve because the government sector is related to public services. The Riau Islands Province was formed based on Law Number 25 of 2002 concerning the Establishment of the Riau Islands Province (Kepri Provincial Government). With this legal basis, the Riau Islands Province also has an obligation to provide services to the community. To make it easier to provide services to the community, regional work units were formed for each sector. One of them is the Women's Empowerment Service, Child Protection, Population Control and Family Planning, Riau Islands Province.

2. LITERATURE REVIEW

A. Theoretical Framework

Grand Theory or general theory in this research are theories from fields that are related to middle range theories, namely Theory X and Theory Y and goal setting theory. The applied theory used is: Competency, Work Environment, Job Stress, Organizational Commitment, Job Satisfaction

B. Organizational Commitment

According to (Mathis & Jackson, 2006), organizational commitment is the level of employee trust and acceptance of the organization's goals and the desire to remain in the organization, which is ultimately reflected in the statistics of employee attendance and entry and exit from the organization (turnover).

According to (Robbins, 2015, p. 132) defines organizational commitment as a situation where an employee sides with an organization and its goals, and intends to maintain his membership in that organization. Then Robert and Kinicki (Kreitner, 2015 p. 365) argue that organizational commitment is a reflection of how an employee recognizes the organization and is bound to its goals. This is an important work attitude because committed people are expected to show their availability to work harder to achieve organizational goals and have a greater desire to remain working at a company.

C. Job satisfaction

Job satisfaction is an emotional feeling for employees or employees related to their work, which can be in the form of feelings of happiness or displeasure. Meanwhile (Sutrisno, 2016, p. 76) explains that job satisfaction is a person's feelings and emotional condition that are pleasant or unpleasant for employees or employees by looking at their work. Thus, job satisfaction is individual, because there are differences in each individual. One person's personality perceives something as beneficial, while another may perceive it as detrimental. Therefore, the level and size of a person's satisfaction will be very relative depending on who feels it. If an employee or employee joins an organization, he or she will bring a number of needs, wants, desires and past experiences that come together to form job expectations.

D. Work environment

In a company or organization, the work environment is defined as something that is considered important for management to pay attention to in a company or organization. Directly, the work environment has a direct influence on employees even though it is not part of the



production process. The work environment is the atmosphere in which an employee does his work every day. Employees will work well if their work environment can provide a feeling of security and conduciveness. A feeling of comfort will arise if employees are happy with their work environment, which will have an impact on the effectiveness and efficiency of the employee's work activities. The opposite is found that employee performance will decrease if there is an uncomfortable and unpleasant work environment

E. Competence

The higher the competence between institutions or public organizations, the more there is no other way for each employee to be able to create quality and competitive output. Public organizations such as the Department of Population and Civil Registration (Disdukcapil) are more focused on how to provide the best service to the community, so that the reputation and good name of the service is maintained in the eyes of the community. In other words, employees must have competency standards as stated in the mandate of the Regulation of the Minister of Administrative Reform (Permenpan RB Number 38 of 2017) concerning Competency Standards for State Civil Apparatus Positions which states that ASN competency standards are a description of the knowledge, skills and behavior required by a person. State Civil Apparatus in carrying out office duties.

F. Job Stress

Work stress is one of the problems that employees cannot avoid in the world of work. The more employees have a large workload that must be completed in a short time, the greater the feeling of pressure that employees have. The stress experienced by employees must be addressed immediately. Stress often occurs in the work environment and outside the work environment (Robbins, 2015) Apart from that, according to (Mathis & Jackson, 2006) work stress is an adaptive response mediated by individual differences and/or psychological processes, namely the consequences of every action, situation or external event (environment) that places excessive physical and psychological demands on a person.

3. IMPLEMENTATION METHOD

A. Types and Sources of Research Data

The data used in this research is data obtained from respondents, where respondents will provide verbal responses or written responses in response to the statements given. The data sources used in this research are divided into 2, namely primary data sources and secondary data sources (Sugiyono, 2017, p. 158)

B. Population

According to (Sugiyono, 2017, p. 72) population is a generalization consisting of objects/subjects that have certain qualities and characteristics determined by research to be studied and then conclusions drawn. Those used as the population in this research were all employees of the Department of Women's Empowerment, Child Protection, Population Control and Family Planning in the Riau Archipelago Province, totaling 105 people.

C. Sample

The sample is part of the population which is expected to represent the population in the research. According to (Sugiyono, 2017, p. 81) the sample is part of the number and characteristics of the population. In this research, the sampling technique used was nonprobability sampling with the technique taken being saturated sampling (census). According to Sugiyono (2014:118) Saturated sampling technique is a sample collection technique when all members of the population are used as samples. The sample in this study was all employees of the Department of Women's

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D. Data Analysis Methods

The analytical method used in this research is an approach using partial least squares (PLS) with component or variant-based structural equation modeling (SEM) models. This method uses an alternative approach that shifts from a covariance-based to a variance-based structural equation modeling approach. Covariant-based structural equation models generally test relationships or causality or theory and partial least squares are more predictive models. PLS is a powerful analysis because it is not based on many assumptions. The data must be detected as having a normal distribution, the sample does not have to be large, the data can also be used to confirm the theory, because PLS analysis can be used to provide an explanation of whether there is a relationship between latent variables. PLS can analyze a construct that is formed based on both reflective and formative indicators.

E. Research Instrument

An instrument is a tool for measuring an object or collecting data from a variable as an academic requirement that can be used. Instruments can also be interpreted as tools for collecting data from research variables for research needs. (Rumengan, 2010: 48). The number of instruments that will be used in research will depend on the number of variables that will be studied (Sugiyono, 2017)

F. Data Analysis Techniques

The data analysis technique in this research uses descriptive statistics and tests of data analysis requirements in the form of instrument tests, data quality tests, and hypothesis tests. For these reasons, this research chose the data analysis tools that will be used, namely, descriptive research analysis, nonparametric test analysis, and test analysis with partial least squares/PLS.

4. RESULTS AND DISCUSSION

A. Measurement Model (Outer Model)

Analysis of the measurement model (outer model) aims to evaluate the construct variables studied, the validity (accuracy) and reliability (reliability) of a variable

1. Internal Consistency Analysis

Internal consistency analysis is a form of reliability used to assess the consistency of results across items on the same test. Internal consistency testing uses composite reliability values with the criteria that a variable is said to be reliable if the composite reliability value is > 0.60 .

Table 4.5 Variable Reliability Analysis through Cronbach Alpha, Composite Reliability and AVE values

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Competence	0.903	0.923	0.917	0.731
Job Stress	0.938	0.953	0.942	0.525
Job satisfaction	0.911	0.931	0.924	0.576
Organizational commitment	0.867	0.891	0.892	0.586
Work environment	0.889	0.913	0.909	0.510

Source: SEM PLS test results (2024)



The results of reliability testing on the competency research variable instrument were Cronbach alpha value $0.903 > 0.7$, Composite Reliability value $0.917 > 0.6$ and AVE value $0.731 > 0.5$. As seen in table 4.5. then all the variables used in the competency variable are said to be reliable and do not contain multicollinearity. The results of reliability testing on the work stress research variable instrument have a Cronbach alpha value of $0.938 > 0.7$, a Composite Reliability value of $0.942 > 0.6$ and an AVE value of $0.525 > 0.5$. As seen in table 4.5. then all the variables used in the work stress variable are said to be reliable and do not contain multicollinearity.

2. Convergent Validity

Table 4.6 Convergent validity

	Competence	Job Stress	Job satisfaction	Organizational commitment	Work environment
K1	0.790				
K10	0.777				
K11	0.830				
K12	0.738				
K13	0.768				
K14	0.802				
K15	0.877				
K2	0.331				
K3	0.761				
K4	0.782				
K5	0.761				
K6	0.766				
K7	0.717				
K8	0.881				
K9	0.722				
KK1			0.759		
KK10			0.708		
KK11			0.855		
KK12			0.879		
KK13			0.740		
KK14			0.794		
KK2			0.895		
KK3			0.704		
KK4			0.765		
KK5			0.843		
KK6			0.822		
KK7			0.879		
KK8			0.822		
KK9			0.778		
KO1				0.748	
KO2				0.769	
KO3				0.740	

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KO4				0.885	
KO5				0.776	
KO6				0.794	
KO7				0.796	
KO8				0.782	
KO9				0.803	
LK1					0.711
LK10					0.838
LK2					0.808
LK3					0.839
LK4					0.796
LK5					0.798
LK6					0.815
LK7					0.872
LK8					0.875
LK9					0.855
SK1		0.882			
SK10		0.746			
SK11		0.870			
SK12		0.708			
SK13		0.753			
SK14		0.769			
SK15		0.719			
SK2		0.754			
SK3		0.750			
SK4		0.710			
SK5		0.746			
SK6		0.784			
SK7		0.840			
SK8		0.838			
SK9		0.821			

Source: SEM PLS test results (2024)

Based on table 4.6. above the overall Cross Loading value of the variables studied is > 0.7.
So that all variables are declared valid

Table 4.7 Discriminant Validity

	Compe tence	Job Stress	Job satisfactio n	Organizatio nal commitment	Work environme nt
Competence					
Job Stress	0.279				
Job satisfaction	0.722	0.289			



Organizational commitment	0.409	0.301	0.617		
Work environment	0.823	0.330	0.791	0.489	

Source: SEM PLS test results (2024)

Based on table 4.7, the correlation results between variables are obtained. All variables have a correlation value of <0.90, thus the correlation value for all and between each variable is declared valid.

3. Direct Effect Testing

Table 4.8 Direct Effect Hypothesis Test Results

HYPOTHESIS	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Competence -> Organizational commitment (H1)	-0.128	-0.131	0.108	1,192	0.234
Work environment -> Organizational commitment (H2)	0.115	0.115	0.119	0.964	0.336
Job Stress -> Organizational commitment (H3)	0.043	0.038	0.131	0.331	0.741
Competence -> Job satisfaction (H4)	0.292	0.289	0.075	3,874	0,000
Work environment -> Job satisfaction (H5)	0.520	0.522	0.090	5,757	0,000
Job Stress -> Job satisfaction (H6)	-0.053	-0.069	0.094	0.566	0.571
Job satisfaction -> Organizational commitment (H7)	0.623	0.626	0.112	5,568	0,000

Source: SEM PLS test results (2024)

The results of Table 4.8 above show that the original sample value of competence on organizational commitment is negative, namely -0.128, meaning that competence has a negative effect on organizational commitment, the t statistic value is 1.192 and the p value is 0.234, because the t-statistic value is <1.96 (t table is significant 5 %), and p-value > 0.05, meaning that

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competency has a negative and insignificant effect on organizational commitment, so Hypothesis 1 in this study is rejected.

4. Indirect Effect Testing (Direct Effect)

Table 4.9 Results of Indirect Effect Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Competence -> Job satisfaction -> Organizational commitment(H8)	0.182	0.182	0.060	3,041	0.002
Work environment -> Job satisfaction -> Organizational commitment(H9)	0.324	0.326	0.080	4,062	0,000
Job Stress -> Job satisfaction -> Organizational commitment(H10)	-0.033	-0.043	0.058	0.571	0.568

Source: SEM PLS test results (2024)

The results of Table 4.9 above show that the original sample value of competency on Organizational Commitment with job satisfaction as a positive intervening variable is 0.182, meaning that competency has a positive effect on Organizational Commitment with job satisfaction as an intervening variable, the statistical t value is 3.041 and the p value is 0.002, because The t-statistic value is > 1.96 (t table is significant 5%), and the p-value < 0.05 means that competence has a significant positive effect on Organizational Commitment with job satisfaction as an intervening variable, so that Hypothesis 8 in this research is accepted.

5. Coefficient of Determination (R Square)

Table 4.10 Coefficient of Determination

	R Square	R Square Adjusted
Job satisfaction	0.618	0.607
Organizational commitment	0.772	0.752

Source: SEM PLS test results (2024)

In the table above, the results show that the influence of competency, work environment and work stress variables on job satisfaction is 0.618, meaning that the amount of competence, work environment and work stress on job satisfaction is 61.8%. In the table above, the results show that the influence of competency, work environment and work stress variables on organizational commitment is 0.772, meaning that the amount of competence, work environment and work stress on organizational commitment is 77.2%.

DISCUSSION

A. The Influence of Competency on Organizational Commitment

Based on the results of tests that have been carried out, it was found that the competencies possessed by individuals in an organization can have a negative and insignificant effect on organizational commitment for several reasons. First, high competence often makes individuals feel more confident and independent in carrying out their tasks, which can reduce



their sense of dependence on the organization. When individuals feel they can succeed anywhere with the abilities they have, they tend to have lower commitment to one particular organization. They may feel that they have many career options and opportunities outside their current organization.

B. The Influence of the Work Environment on Organizational Commitment

Based on the results of tests that have been carried out, it was found that a positive work environment can have a good impact on employee performance and welfare, but its effect on organizational commitment may not always be significant. First, although a pleasant and supportive work environment can increase job satisfaction, this does not always directly increase commitment to the organization. Employees may feel comfortable and happy at work, but that does not mean they have long-term loyalty or commitment to the organization. Other factors, such as career prospects, compensation, and work-life balance, also play an important role in shaping employee commitment.

C. The Effect of Job Stress on Organizational Commitment

Based on the results of tests that have been carried out, it was found that work stress has a positive but not significant effect on organizational commitment, which can be explained by several factors. First, in the right dose, work stress can function as a motivator that encourages employees to complete their tasks more efficiently and on time. This kind of stress, often referred to as “eustress” or beneficial stress, can improve performance and a sense of personal accomplishment. However, these effects are usually short-term and do not always have a significant impact on long-term commitment to the organization. Employees may feel the urge to work hard in certain situations, but this does not necessarily mean they will have greater loyalty to the organization as a whole.

D. The Influence of Competency on Job Satisfaction

High competency has a positive and significant effect on job satisfaction for several main reasons. First, employees who have high competence tend to feel more confident and capable in carrying out their duties. The ability to complete work well and efficiently increases feelings of accomplishment and self-esteem. When employees feel that they have the skills necessary to be successful in their roles, they are more likely to feel satisfied with their jobs because they can meet job expectations and achieve personal and professional goals.

E. The Influence of the Work Environment on Job Satisfaction

A positive work environment has a significant effect on job satisfaction because it creates a supportive and motivating atmosphere for employees. First, a conducive work environment includes physical aspects such as workplace comfort, cleanliness and adequate facilities. Employees who work in a comfortable and safe environment tend to feel more satisfied because they can focus on their tasks without distractions or discomfort. A well-designed workspace, adequate lighting, and adequate equipment all contribute to increased productivity and job satisfaction.

F. The Effect of Job Stress on Job Satisfaction

Job stress has a negative and insignificant effect on job satisfaction for several main reasons. First, excessive work stress can cause physical and mental fatigue in employees. When employees feel burdened by excessive work demands, tight deadline pressures, or excessive responsibilities, they tend to experience a decrease in energy and motivation. Prolonged stress can drain employees' emotional and physical resources, thereby reducing their satisfaction with their work. However, this negative impact may not always be significant because some

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employees may still feel satisfied with other aspects of their job, such as salary, coworkers, or career opportunities.

G. The Influence of Job Satisfaction on Organizational Commitment

Job satisfaction has a positive and significant effect on organizational commitment for several main interrelated reasons. First, employees who are satisfied with their jobs tend to have positive feelings towards the organization where they work. Job satisfaction includes aspects such as a sense of appreciation, recognition, good relationships with colleagues and superiors, as well as opportunities for career development. When employees are satisfied with these conditions, they are more likely to feel emotionally attached to the organization. These positive feelings increase loyalty and desire to remain with the organization, ultimately strengthening their commitment.

H. The Influence of Competency on Organizational Commitment with Job Satisfaction as an Intervening Variable

The competencies possessed by employees have a positive and significant effect on organizational commitment with job satisfaction as an intervening variable for several main reasons. First, employees who have high competence tend to feel more confident and capable in carrying out their duties. High competence makes them more efficient and effective at work, which in turn increases job satisfaction. When employees feel that they can carry out their duties well and achieve the expected results, they tend to feel satisfied with their work. This job satisfaction then facilitates the formation of a stronger commitment to the organization.

I. The Influence of Work Environment on Organizational Commitment with Job Satisfaction as an Intervening Variable

A positive work environment has a significant effect on organizational commitment with job satisfaction as an intervening variable for several important reasons. First, a conducive work environment creates a comfortable and supportive atmosphere for employees. Aspects such as adequate facilities, good physical condition, and a pleasant atmosphere make employees feel at home and satisfied with their work environment. This satisfaction then contributes to positive feelings towards the organization as a whole. When employees feel comfortable and satisfied with where they work, they are more likely to develop a strong commitment to the organization.

J. The Effect of Job Stress on Employee Organizational Commitment with Job Satisfaction as an Intervening Variable

Job stress has a negative and insignificant effect on employee organizational commitment with job satisfaction as an intervening variable for several main reasons. First, excessive work stress can reduce employee job satisfaction. When employees experience constant pressure, excessive workload, or unrealistic demands, they tend to feel tired, anxious, and less satisfied with their work. Although this stress may reduce levels of job satisfaction, its impact on organizational commitment may not be significant because employees may still feel attached to the organization due to other factors such as compensation, relationships with coworkers, or career opportunities.

5. CONCLUSION

The results of the findings of data analysis in discussion and hypothesis testing can be concluded as follows:



1. Competency has a negative and insignificant effect on organizational commitment at the Women's Empowerment Service, Child Protection, Population Control and Family Planning, Riau Islands Province
2. The work environment has a positive and insignificant effect on organizational commitment at the Office of Women's Empowerment, Child Protection, Population Control and Family Planning, Riau Islands Province
3. Work stress has a positive and insignificant effect on organizational commitment at the Women's Empowerment Service, Child Protection, Population Control and Family Planning, Riau Islands Province
4. Competency has a positive and significant effect on job satisfaction at the Department of Women's Empowerment, Child Protection, Population Control and Family Planning, Riau Islands Province
5. The work environment has a positive and significant effect on job satisfaction at the Department of Women's Empowerment, Child Protection, Population Control and Family Planning, Riau Islands Province
6. Job stress has a negative and insignificant effect on job satisfaction at the Office of Women's Empowerment, Child Protection, Population Control and Family Planning, Riau Islands Province
7. Job satisfaction has a positive and significant effect on organizational commitment at the Office of Women's Empowerment, Child Protection, Population Control and Family Planning, Riau Islands Province
8. Competency has a significant positive effect on Organizational Commitment with job satisfaction as an intervening variable at the Office of Women's Empowerment, Child Protection, Population Control and Family Planning, Riau Islands Province
9. The work environment has a significant positive effect on Organizational Commitment with job satisfaction as an intervening variable at the Office of Women's Empowerment, Child Protection, Population Control and Family Planning, Riau Islands Province
10. Job stress has a negative and insignificant effect on employee organizational commitment with job satisfaction as an intervening variable at the Women's Empowerment, Child Protection, Population Control and Family Planning Service, Riau Islands Province.

Suggestion

Based on the conclusions from the research results above, the research can be described as follows:

1. So that the Department of Women's Empowerment, Child Protection, Population Control and Family Planning, Riau Islands Province, pays attention to employee job satisfaction in balance with employee workload so that it will increase employee job satisfaction which can have a direct effect on increasing work effectiveness.
2. So that the Department of Women's Empowerment, Child Protection, Population Control and Family Planning, Riau Islands Province, can often pay attention and ask its employees directly what makes their enthusiasm and willingness to work increase and with a sincere and sincere heart. Maybe it can be seen in terms of physiological needs, security needs, esteem needs, self-actualization and social needs in the office, whether there is harmony and cohesion and other positive things.
3. For future researchers, the results of the research that has been carried out by researchers can be a reference for future researchers and it is recommended to examine other variables that directly influence employee job satisfaction, as well as variables that can mediate employees with different research locations and more respondents. Again.

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