The Influence of Job Satisfaction as a Moderating Variable on the Productivity of Craftsmen by Competence and Work-Life Balance

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ARTICLEINFO	ABSTRACT
	Small and medium enterprises (SMEs) were experiencing an increasing trend in the productivity of their craftsmen. This study investigated the impact of work-life balance and competence on productivity, with job satisfaction serving as a moderating variable. The sample size was 133, and the study population was 200. Probability sampling techniques were employed using SmartPLS 3.0. The study's findings indicated that productivity was significantly and positively impacted by work-life balance and competence. The relationship between competence and productivity was bolstered by job satisfaction, while the relationship between work-life balance and the productivity of Mawar Ketak craftsmen was weakened.

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1. INTRODUCTION

A company's most critical asset is its human resources (Arifin, 2021). It is evident that human resources are the determining factor in the future prosperity of a company. The creative industry's primary production factor is human resources. The creative industry is widely recognised as a source of income for the community, particularly for individuals residing in rural areas. The creative industry has been able to increase the income of individuals in rural areas, particularly in the field of crafts, as a result of the advancements that have been made. Craft is a continuous endeavour that involves the creation of valuable works with a high level of enthusiasm, tenacity, and persistence (Kadjim, 2011). This craft is a form of beauty and usefulness in everyday life that has a high selling value, which can help to increase the productivity of craftsmen and bolster the economy of rural communities.

Productivity is the comparison of the energy sources used in the manufacturing process with the work results in the form of products or services (Gie, 2007).

Table 1. Production data for Mawar Ketak crafts in 2019-2020

NO	YEAR	GOALS	AMOUNT OF PRODUCTION	PRODUCTIVITY PERCENTAGE
1.	2019	9.000	7.500	83%
2.	2020	7.000	5.000	71%
3.	2021	8.500	5.600	65%
4.	2022	9.000	6.700	74%

Source: Mawar Ketak Enterprises *(2023)*

The production level of Mawar Ketak craftsmen fluctuates from year to year, as indicated by table 1. This is due to the craftsmen's lack of proficiency. Many craftsmen are elementary school graduates who are unable to produce crafts with novel shapes in accordance with market demand due to their lack of knowledge. This can result in a decrease in productivity, as craftsmen are limited to producing products of the same type.

Work-Life equilibrium (WLB) can arise when craftsmen are unable to maintain a harmonious equilibrium between their personal lives and the work that must be completed, resulting in a conflict between their personal and professional lives. When personal affairs interfere with work, WLB will be disrupted (Smith et al., 2022).

WLB is frequently observed in Mawar Ketak, particularly among females who specialise in crafting due to their inability to balance their professional and personal responsibilities. In order to prevent Mawar Ketak from achieving its objective. A decrease in productivity will result when craftsmen are unable to maintain a balance between their personal life and their work (Apriani & Mariyanti, 2021).

Job satisfaction can also contribute to the decrease in productivity, in addition to WLB. In addition to the phenomenon, there is a research divide between the research conducted by Fitra et al., (2024) and the findings of the latter, which indicate that employee work productivity is significantly influenced by competence. Contrary to the research conducted by Oh & Novita, (2016), which indicates that employee productivity is not significantly influenced by competence

2.   METHOD
Quantitative research was conducted on a population of 200 Mawar Ketak craftsmen, and a sample of 133 craftsmen was obtained. The slovin formula was employed to calculate the sample, and probability sampling was employed for the sampling process. A Likert point scale of 1-5 (strongly disagree to strongly concur) was employed to distribute a questionnaire to craftsmen as the data collection tool. The clever pls 3.0 software was employed in the analysis technique.

3.   RESULT AND DISCUSSION
Validity Test with Convergence
Convergent validity is a metric that provides a distinct indication of the correlation between items or index scores (Ghozali, 2013). And the degree of correlation between constructs and latent variables can be measured using Convergent Validity. This is evident through the application of conventional factors. The correlation is deemed valid if the value exceeds 0.7.

Table 2. Outer Loading or Measurement Model Results

No	Variables	Item	*Outer Loading*	Information
1.	Competence (X1)	X1.1	0,892	Valid
		X1.2	0,924	Valid
		X1.3	0,908	Valid
		X1.4	0,857	Valid
		X1.5	0,917	Valid
		X1.6	0,918	Valid
1.	*Work-Life Balance (X2)*	X2.1	0,906	Valid
		X2.2	0,940	Valid
		X2.3	0,938	Valid
		X2.4	0,925	Valid
		X2.5	0,933	Valid
		X2.6	0,918	Valid
2.	Productivity (Y)	Y.1	0,843	Valid
		Y.2	0,859	Valid
		Y.3	0,846	Valid
		Y.4	0,858	Valid
		Y.5	0,866	Valid
		Y.6	0,894	Valid
		Y.7	0,932	Valid
		Y.8	0,924	Valid
		Y.9	0,910	Valid

No	Variables	Item	*Outer Loading*	Information
		Y.10	0,916	Valid
		Y.11	0,901	Valid
		Y.12	0,859	Valid
		M.1	0,912	Valid
		M.2	0,915	Valid
		M.3	0,856	Valid
3.	Job satisfaction (M)	M.4	0,879	Valid
		M.5	0,909	Valid
		M.6	0,851	Valid
		M.7	0,875	Valid
		M.8	0,879	Valid

The Outer Loading value of the Competence variable items (X1), Work-Life Balance (X2), Productivity (Y), and Job Satisfaction (M) in Table 2 indicates that the loading factor is greater than 0.7. This demonstrates the validity of all indicators employed in this investigation.

Test of Discriminant Validity
This Discriminant Validity test is employed to determine whether an indicator of a specific variable is considered sufficient to elucidate its latent variable. The indicator is deemed to possess discriminant validity if the correlation exceeds the root (*) of AVE.

Table 3. AVE values

Variables	Kepuasan Kerja	Kompetensi	Produktivitas	*Wlb*
Kepuasan Kerja (M)	0,885*			
Kompetensi (X1)	0,909*	0,903*		
Produktivitas (Y)	0,937*	0,914*	0,887*	
Work-Life Balance (X2)	0,937*	0,917*	0,939*	0,927*

In accordance with Table 3. It is evident from the AVE that the aggregate correlation between variables is greater than 0.50 for each variable. It has been determined that all variables in the research model are valid.

Composite Reliability

Table 4. Results of construct reliability testing

Variables	*Cronbach's Alpha*	Composite Reliability	AVE	Information
Competence (X1)	0,955	0,964	0,815	Reliabel
Work-Life Balance (X2)	0,967	0,973	0,859	Reliabel
Productivity (Y)	0,975	0,978	0,788	Reliabel
Job Satisfaction (M)	0,960	0,966	0,783	Reliabel

The competency and work-life balance variables on productivity with job satisfaction as a moderating variable have Cronbach's alpha > 0.70, composite reliability > 0.70, and AVE value > 0.50, as indicated by Table 4. Therefore, they can be considered reliable.

Analysis and Interpretation of the Data
The purpose of inner model testing is to examine the relationship between constructs. Structural model testing is evaluated using the R-square for dependent constructs, the Stone-Guisser Qeisser Q-Square test (Q2) for predictive relevance, and the magnitude of the structural path coefficient. Strong R-Square criteria are defined as 0.75, moderate R-Square criteria as 0.67, and feeble R-Square criteria as 0.33.

Table 5. Results of construct reliability testing

Variable	R-Square
Produktivitas (Y)	**0,930**

At Mawar Ketak, the R-Square value of productivity is 0.930, indicating that competence and WLB have an R-Square value of 93.0% when job satisfaction is used as a moderating variable.
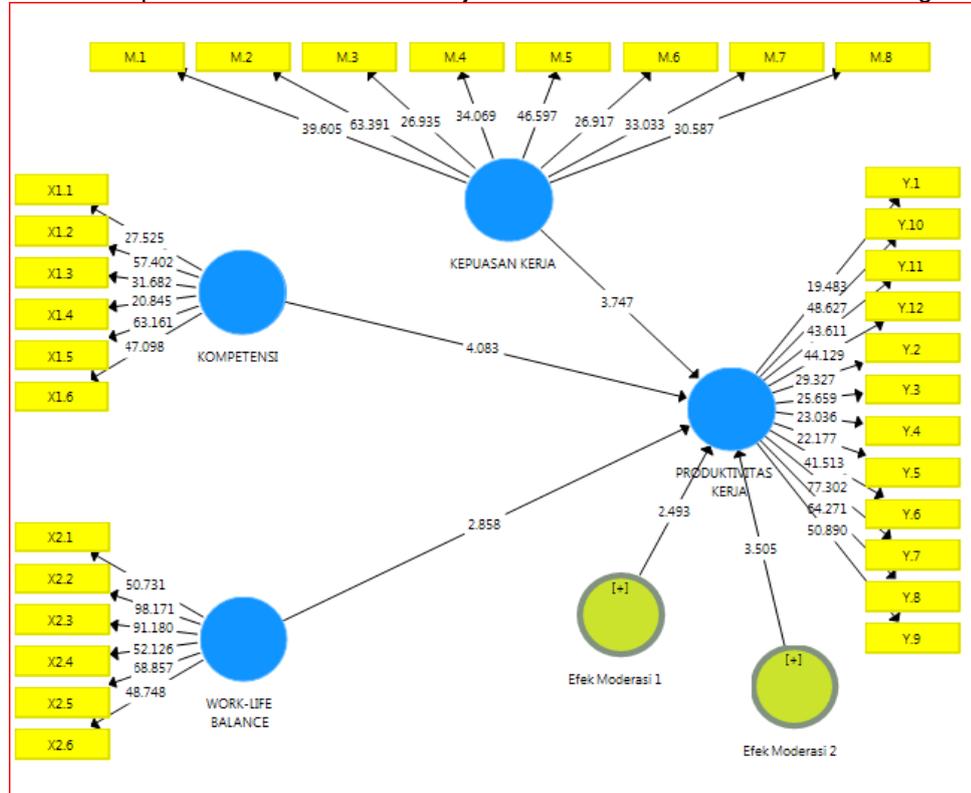

Figure 2. Structural Model (bootstrapping)

Changes in indicators are influenced by changes in latent constructs, as illustrated in Figure 1.2. Competence and work-life balance are the two exogenous variables in the model. Productivity is a dependent endogenous variable, while job satisfaction is an endogenous variable. Changes in the R-Square value can be employed to evaluate the impact of specific exogenous latent variables on endogenous latent variables.

Hypothesis testing is conducted to compare the T-Statistics and T-Table values. Alternatively, the hypothesis is adopted if the T-Statistics value exceeds the T-Table value, or the p-value is compared to the a value. In addition to comparing the T-Table and T-Statistics values, a supported hypothesis can be proved by a p value that is less than Alpha 0.05. At this point, the hypothesis can be considered acceptable.

Table 6. Illustrates the correlation between variables

Hubungan Antar Variabel	Nilai Koefisien	T-Statistics	T-Tabel	p value	Keterangan
Competence (X1) ⟶ Productivity (Y)	0,345	4,083	1,656	0,000	Accepted
Worl- Life Balance (X2) ⟶ Productivity (Y)	0,252	2,858	1,656	0,004	Accepted
Moderating Effect 1 X1 ⟶ M ⟶ Y	0,197	2,493	1,656	0,013	Accepted
Moderating Effect 2 X2 ⟶ M ⟶ Y	-0,269	3,505	1,656	0,000	Rejected

Productivity is influenced by Competence
The data processing results indicate that productivity in Ketak roses is positively and significantly influenced by competence. The positive and substantial impact indicates that craftsmen adhere to

the components of knowledge, skills, and behaviour in their work. Productivity will be enhanced when craftsmen operate in accordance with their capabilities. The productivity of work is directly proportional to the level of skills that employees possess in their employment. The findings of this investigation are consistent with the research conducted by (Abubakar, 2018; Ramdhan & Abubakar, 2018).

Productivity is influenced by work-life balance
The data processing results indicate that productivity at Mawar Ketak is significantly and positively impacted by Work-Life Balance. The business is more likely to increase productivity when the work-life balance is higher, which is a positive and significant effect. Similarly, productivity will decline when the work-life balance is inadequate. Craftsmen's productivity can be enhanced in the Mawar Ketak business when they are able to balance their personal lives with works. When an individual maintains a healthy work-life balance, their capabilities will continue to develop. Craftsmen will experience increased productivity and satisfaction as a result of increased self-growth and work-life balance. Productivity is significantly and positively impacted by work-life balance (Amir & Jafar, 2021; Wibowo, 2022).

Productivity is moderated by Job Satisfaction, which in turn influences Competence
The data processing results indicate that the relationship between productivity and competence is bolstered by job satisfaction. This positive and substantial influence can be interpreted as a strengthening of the relationship between productivity and competence through job satisfaction. The productivity of ketak rose craftsmen can be substantially impacted by job satisfaction, which can bolster their competence. The craftsmen's responses indicate that they execute their tasks in accordance with their areas of expertise. The craftsmen are content with the work they are assigned because they believe that they are performing their duties in accordance with their expertise. The work environment in the ketak rose business is conducive to the personal growth of the craftsmen, allowing them to achieve greater success than they have in the past (Erwan & Yulihasri, 2024; Suhardiman et al., 2022). The productivity of the Ketak Rose business will be enhanced when craftsmen operate in accordance with their expertise and the gratification they experience while working.

Productivity is moderated by Job Satisfaction in relation to Work-Life Balance
The data processing results indicate that the relationship between productivity and work-life balance is weakened by job satisfaction. The presence of job satisfaction from craftsmen inhibits the relationship between work-life balance and productivity, whereas a high level of job satisfaction can interfere with work-life balance and productivity. This is a negative and significant effect. This implies that craftsmen are content with their work and the salary they receive in accordance with the sacrifices they make can cause them to become overly focused on creating crafts in order to achieve their goals. Consequently, they bring work home, which neglects their families, and they struggle to divide their time between work and their families. Consequently, job satisfaction weakens the relationship between productivity and work-life balance. The productivity of craftsmen can be impacted by their emphasis on attaining targets, which makes work-life balance less of a priority for them Lumunon & Sendow, (2019) assert that employees who exhibit high productivity and performance are those who maintain a positive work-life balance. However, the findings of this study contradict this assertion.

4.   CONCLUTION
The productivity of Mawar Ketak craft artisans is significantly and positively impacted by their competence. This demonstrates that the productivity of a craftsman is directly proportional to the level of competence. Mawar Ketak's productivity is significantly and positively impacted by work-life balance. This demonstrates that craftsmen in Mawar Ketak are capable of maintaining a balance between their personal lives and their professional responsibilities, or that their personal lives do not impede their professional responsibilities. Consequently, this has a positive effect on productivity. The relationship between competence and Mawar Ketak productivity is bolstered by job satisfaction. This demonstrates that productivity is directly proportional to the level of competence of the

craftsmen. The relationship between Mawar Ketak productivity and Work-Life Balance is weakened by job satisfaction. This demonstrates that the results are negative and significant when the relationship between Mawar Ketak productivity and Work-Life Balance is examined with job satisfaction as a moderating variable. Consequently, when craftsmen perceive work-life balance as favourable, productivity will increase. Nevertheless, the correlation between productivity and work-life balance is weakened by job satisfaction.

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