

Competency and Creativity as A Relationship That Interpretes Between the Perception of An Organizational Support on Performance of The Craftsman of Ikat Endek In Klungkung Bali

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ABSTRACT

This study aims to analyze the influence of competence and creativity as a relationship that mediates between perceptions of organizational support for the performance of endek weaving craftsmen in Klungkung Regency, Bali Province. The population in this study was 1372 employees, with a sample of 93 respondents. Sampling using accidental sampling technique. The data analysis used in this study is descriptive analysis and Structural Equation Modeling (SEM) PLS. The results of the study show: 1) perceptions of organizational support have a positive and significant effect on competence. 2) perceptions of organizational support have a positive and significant effect on creativity. 3) perception of organizational support has a positive and significant effect on performance.

Keywords: competence, creativity, perception of organizational support, performance

INTRODUCTION

Indonesia is one of the developing countries that has various sectors to develop the economy. One of the sectors that experienced significant development was, small and medium micro enterprises (MSMEs). Small and medium micro enterprises (MSMEs). One of the UMKMs in Bali that is quite under the spotlight is the textile or apparel industry such as endek tie weaving. Endek tie weaving is one of Bali's cultural heritage fabrics that has never been extinct. Previously, the tie weaving fabric in Bali was only used by nobles and elders, but now most Balinese people can wear it for small, medium and large ceremonies, for sightseeing and official events (Dewi and Mustika, 2017). The trend of endek tie weaving that has skyrocketed is not proportional to the development of the endek weaving business in Bali which has experienced a significant regression as in the following table:

Table 1: The Development of The Endek Weaving business in Bali Year 2016-2017

| Regency | Total of Business unit (2016) | Total of Employee | Total of Business unit (2017) | Total of Employee |
|------------|-------------------------------|-------------------|-------------------------------|-------------------|
| Klungkung | 105 | 1582 | 94 | 1372 |
| Karangasem | 27 | 373 | 7 | 48 |
| Jembrana | 42 | 225 | 9 | 32 |
| Gianyar | 9 | 289 | 9 | 314 |
| Denpasar | 16 | 194 | 2 | 8 |
| Buleleng | 8 | 89 | 2 | 33 |
| Badung | 2 | 13 | 13 | 13 |
| Tabanan | - | - | - | - |
| Bangli | - | - | - | - |
| Jumlah | 209 | 2765 | 136 | 1820 |

Source: Disperindag Bali Province, 2018

Based on the table above it is known that Klungkung Regency is the center of endek weaving industry in Bali Province with a total of 94 business units with 1372 employees. It can be concluded that the overall endek tie weaving industry in Bali has decreased both in terms of business units and number of employees. One of the problems faced in the development of tie weaving industry is the low quality of human resources and the lack of knowledge and technology used.

Based on observations in the field, endek tie weaving craftsmen prefer to do work in their own homes. Thus, the craftsmen tend to be lazy to work and work in accordance with the wishes of these craftsmen. The lack of support from organizations such as training for craftsmen has caused craftsmen to be less able to innovate in designing endek tie weaving motifs. This condition has caused the performance of the endek tie weaving industry employees to decline. Low performance will have an impact on the survival of the company.

The performance of craftsmen with their creativity and competence was connected in this study. Priansa (2014: 269) suggested that performance is not an individual characteristic, such as talent or ability, but is a manifestation of ability in the form of real work. Performance is the result of work achieved by employees in carrying out their duties and jobs that come from the organization. One of the factors that is suspected of influencing performance is competence.

Competence is a characteristic that underlies a person and is related to the effectiveness of individual performance in his work (Spencer and Spencer, 1993). Competency is something inherent in someone who can be used to predict the level of performance. The perception factor of organizational support is thought to have an influence on employees' creativity and performance. The study of Yu and Frenkel (2013) found that organizational support had a positive and significant effect on employees' creativity. Employees with high organizational support showed greater creativity therefore their performance improved. As with the findings of Akgunduz, Alkan and Ozge (2018) found that perceived organizational support had no significant effect on employees' creativity.

RESEARCH METHOD

The research location is in Klungkung Regency, Bali Province. The method of collecting data in this study was interview method and questionnaires were distributed to respondents. The population in this study were all endek tie weaving workers / craftsmen of Endek Tie Weaving Handicraft Industry in Klungkung Regency, in which it was registered in the Department of Industry and Trade of Bali Province in 2017 with 94 companies with a total of 1372 employees. The sample in this study was determined based on the Slovin approach of 93 respondents. The data were analyzed by using alternative technique method based on variance or SEM component base called partial least square (PLS) with smartPLS software version 2.0.

RESULTS AND DISCUSSION

An alternative method based on variance or SEM component base called partial least square (PLS) with version 2.0 smartPLS software was used in this study. The stages in Partial Least Square (PLS) analysis consist of: 1) evaluation of the measurement model (outer model) to determine the validity and reliability of indicators that measure latent variables, and 2) evaluation of structural models (inner models) to determine the accuracy of the model.

Measurement Model/Outer Model Evaluation (Measurement Model/Outer Model)

In accordance with the indicators that form the latent variables in this study that are reflexive, then the measurement model / outer model evaluation, to measure the validity and reliability of these indicators are a) convergent validity, b) discriminant validity, and c) reliability.

Convergent Validity

Convergent validity is a criterion in measuring the validity of indicators that are reflective. This evaluation is done through examining the outer loading co-efficients of each indicator against the latent variables. An indicator is said to be valid, if the loading co-efficient is greater than 0.50 and the p-value is <0.05 or significant at t-statistic 1.96. The measurement results of the outer model, in this study are shown in Table 2.

Table 2: The Test Result of Convergent Validity (Outer Loading)

| Variable | Indicator | Outer Loading | P-Values | Information |
|----------|-----------|---------------|----------|-------------|
| X | X1 | 0.822 | 0.000 | Valid |
| | X2 | 0.815 | 0.000 | Valid |
| | X3 | 0.858 | 0.000 | Valid |
| Y1 | Y1.1 | 0.565 | 0.000 | Valid |
| | Y1.2 | 0.733 | 0.000 | Valid |
| | Y1.3 | 0.712 | 0.000 | Valid |
| Y2 | Y2.1 | 0.832 | 0.000 | Valid |
| | Y2.2 | 0.763 | 0.000 | Valid |
| | Y2.3 | 0.712 | 0.000 | Valid |
| | Y2.4 | 0.754 | 0.000 | Valid |

| | | | | |
|---|------|-------|-------|-------|
| | Y2.5 | 0.835 | 0.000 | Valid |
| Z | Z1 | 0.601 | 0.000 | Valid |
| | Z2 | 0.688 | 0.000 | Valid |
| | Z3 | 0.694 | 0.000 | Valid |
| | Z4 | 0.685 | 0.000 | Valid |
| | Z5 | 0.754 | 0.000 | Valid |

The test results in Table 2 above indicated that all values of the outer loading construct indicator had values above 0.5. So, it can be concluded that this measurement meets the requirements of convergent validity.

Discriminant Validity

The discriminant validity testing method is to compare the square root of average variance extracted (\sqrt{AVE}) value of each construct with a correlation among other constructs of the model. If the value of the initial measurement of both methods are better than any other construct values of model, it can be concluded that the construct has a good value of discriminant validity or vice versa. The results of discriminant validity testing can be seen in Table 3 below:

Table 3: The Test Result Discriminant Validity

| | Average variance extracted (AVE) |
|----------------------------------|----------------------------------|
| Perceived Organizational Support | 0.692 |
| Performance | 0.571 |
| Competency | 0.554 |
| Creativity | 0.610 |

The test results in Table 3 showed that all AVE roots as the research variable have values greater than 0.5. So, it can be concluded that this measurement meets the requirements of discriminant validity.

Composite Reliability

Composite reliability aims to test the value of reliability between the indicator blocks of the constructs that form it. The Composite reliability results are said to be good, if the value is above 0.70. Composite reliability testing aims to test the validity of the instrument in a research model specifically for reflexive indicator. The composite reliability test results can be seen in Table 4 below:

Table 4: The Result Test of Composite Reliability

| | <i>Composite Reliability</i> |
|----------------------------------|------------------------------|
| Perceived Organizational Support | 0.871 |
| Performance | 0.816 |
| Competency | 0.711 |
| Creativity | 0.886 |

Based on the above table it is known that the composite reliability values of the four variables are above 0.70. It means that all the reflexive indicators that form the research model are reliable.

Structural Model/Inner Model Evaluation (Structural Model/Inner Model)

Evaluation of structural models (Structural Model / Inner Model) is a measurement to fully evaluate the level of accuracy of the research model, which is formed through several variables along with its indicators. In evaluating this structural model, it will be carried out through several approaches including: a) R-Square (R²), b) Q-Square Predictive Relevance (Q²), and c) Goodness of Fit (GoF).

Structural Model/Inner Model Evaluation through R-Square (R²)

R-Square (R²) can show the strength and weakness of the influence caused by exogenous variables toward endogenous variables. R-Square (R²) can also show the strength and weakness of a research model. R -square value (R²) can be seen in table 5 as follows:

Table 5: The Calculation Result of R-Square and AVE

| | <i>R-Square</i> | <i>R-Square Adjusted</i> |
|----------------------------------|-----------------|--------------------------|
| Competency | 0.459 | 0.453 |
| Creativity | 0.203 | 0.194 |
| Performance | 0.695 | 0.685 |
| Perceived Organizational Support | | |

From the results above, it can be seen that the R-square value for the competency variable is 0.453 for the creativity variable is 0.203 and the performance variable produces an R-square value of 0.695 which means that the competency variable is categorized as moderate, the creativity variable is categorized as weak and performance variable is categorized as strong.

Structural Model Evaluation through Q-Square Predictive Relevance (Q²)

The value of Q² starts from 0 to 1, which is closer to the value of 1, it means that the predictive value is getting better, while the opposite is getting closer to the value of 0, it means that the predictive value is getting weaker. Q² *predictive-relevance values* were obtained by the formula:

$$Q^2 = 1 - (1 - R1^2) (1 - R2^2) (1 - R3^2)$$

$$Q^2 = 1 - (1 - 0.459) (1 - 0.203) (1 - 0.695) \quad Q^2 = 1 - (0,541) (0,797) (0,305)$$

$$Q^2 = 1 - 0,13150898$$

$$Q^2 = 0,8684$$

Based on the results of the calculation of Q² above, the value of Q² is 0.8684 (> 0) or 86.84%. These results provide meaning that the independent variables of organizational justice (X), competence (Y1) and creativity (Y2) provide a strong prediction of the dependent variable, namely performance (Z). The results of Q² calculation are 0.8684 (> 0) or 86.84% indicating that 86.84% of the model can be explained through the relationship between variables in the research model, while the remaining 13.16% are other factors outside the research mode. Referring to the criteria for the strength of the model based on the value of Q Square Predictive Relevance (Q²), as stated by Latan and Ghazali (2015: 80), then this model is classified as strong.

Structural Model Evaluation through Goodness of Fit (GoF)

Goodness of Fit (GoF) is a measurement of the accuracy of the overall model, because it is considered to be a single measurement of both of the outer model inner model. The measurement value based on Goodness of Fit (GoF) has a range of values between 0 (zero) to 1 (one). The value of Goodness of Fit (GoF) which is getting closer to 0 (zero), shows the model is getting worse, on the other hand, getting away from 0 (zero) and getting closer to 1 (one), the model is getting better. The formula for measuring the strength and weakness of the model based on the Goodness of Fit (GoF), is:

$$\begin{aligned} \text{GoF} &= \sqrt{(\text{AVE} \times R^2)} \\ \text{GoF} &= \sqrt{\left\{ \left[\frac{(0,692+0,571+0,554+0,610)}{4} \right] \times \left[\frac{(0,459+0,203+0,695)}{3} \right] \right\}} \\ \text{GoF} &= \sqrt{\left[\frac{2,187}{3} \right] \times \left[\frac{1,353}{2} \right]} \\ \text{GoF} &= \sqrt{0,6067 \times 0,4523} \\ \text{GoF} &= \sqrt{0,27441041} \\ \text{GoF} &= 0,5238 \end{aligned}$$

The results of the GoF calculation above show a value of 0.5238, referring to the criteria for the strength and weakness measurement model through Goodness of Fit (GoF). According to Lathan and Ghozali (2015: 88), this model belongs to a strong one.

Hypothesis Testing

The hypothesis testing in this study includes: 1) the influence of perceived organizational support for competence, 2) the influence of perceived organizational support for creativity, 3) the influence of perceived organizational support on the performance of craftsmen, 4) the influence of competency on the performance of craftsmen, 5) the influence of creativity on the performance of craftsmen and 6) the influence of perceived organizational support on the performance of the craftsmen through competency and creativity as intervening variables. In terms of testing hypotheses, the results of SmartPLS 3.0 data processing are displayed in the form of images, as shown in the following point:

Picture 1. Path Diagram of Relationship between Competence and Creativity as Intervening Variables between the Perception of Organizational Support towards the Performance of Endek tie Weaving Craftsmen in Klungkung Regency, Bali Province.

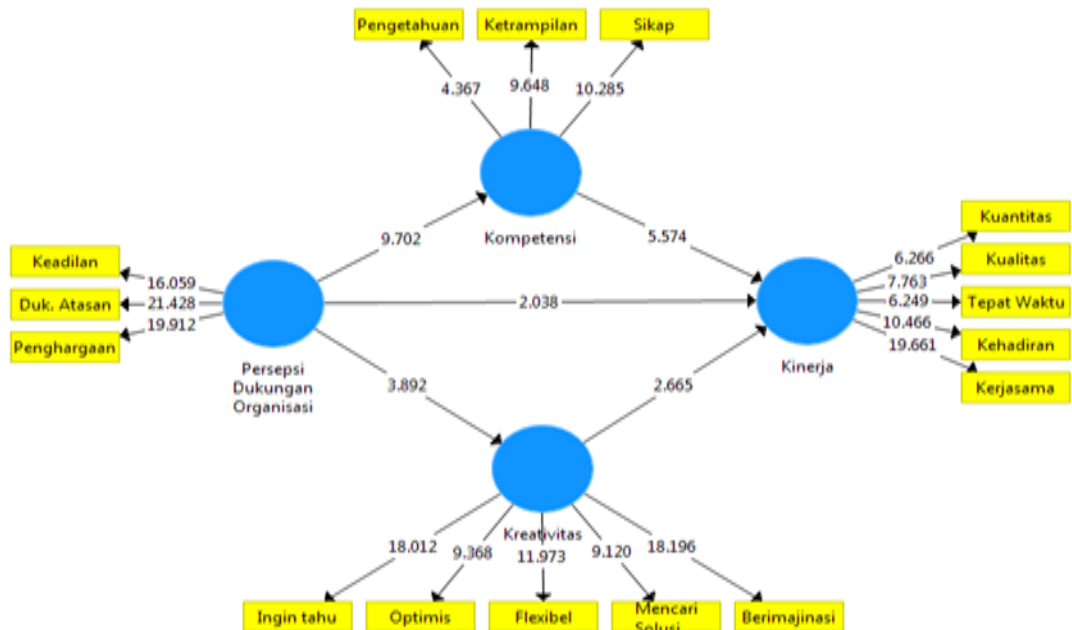


Table 6: The Results Test of Hypotheses

| | Original Sample Estimate | Sample Mean (M) | T Statistic | P Value | Keterangan |
|--------------------------|--------------------------|-----------------|-------------|---------|--------------|
| POS-> Competency | 0.678 | 0.686 | 9.702 | 0.000 | Significance |
| POS-> Creativity | 0.450 | 0.449 | 3.892 | 0.000 | Significance |
| POS-> Performance | 0.686 | 0.691 | 8.651 | 0.000 | Significance |
| Competency-> Performance | 0.497 | 0.504 | 5.574 | 0.000 | Significance |
| Creativity-> Competency | 0.246 | 0.238 | 2.665 | 0.000 | Significance |

Source: researcher analysis

Based on Table 6, the relationship between variables can be described as follows:

Testing on the influence of Perceived Organizational Support towards Competence

Based on the results of the analysis, it can be seen that the perceived organizational support variable has a positive and significant influence toward competence. This can be seen from the table of hypothesis test results with a value of 0.678 and t-statistics of 9.702 in which the value of t-statistics is 9.702 greater than 1.96 (alpha 5%) with a significance value of $0.00 < 0.05$. With these results, the hypothesis 1 (H1) which stated that perceived organizational support had a positive and significant influence towards competence is acceptable. This means that the higher the perceived support from the organization, the higher the competence possessed by Endek tie weaving craftsmen.

Testing on the Influence of Perceived Organizational Support towards Creativity

Based on the results of the analysis, it can be seen that the perceived organizational support variable has a positive and significant influence towards creativity. This can

be seen from the table of hypothesis test results with a value of 0.450 and t-statistics of 3.892 in which the value of t-statistics is 3.892 greater than 1.96 (alpha 5%) with a significance value of $0.00 < 0.05$. With this result, hypothesis 2 (H2) which stated that the perceived organizational support has a positive and significant influence on creativity is acceptable. This means that the higher the perceived of support from the organization, the higher the creativity possessed by Endek tie weaving craftsmen.

Testing on the Influence of Perceived Organizational Support towards Performance

Based on the results of the analysis, it can be seen that the perceived organizational support variable has a positive and significant influence on performance. This can be seen from the table of hypothesis test results with a value of 0.686 and t-statistics of 8.651 in which the value of t-statistics is 8.651 greater than 1.96 (alpha 5%) with a significance value of $0.00 < 0.05$. With this result, hypothesis 3 (H3) which stated that the perceived organizational support has a positive and significant influence towards performance is acceptable. This implies that the higher the perceived from the organization, the higher the performance possessed by Endek weaving craftsmen.

Testing the Effect of Competence towards Performance

Based on the results of the analysis, it can be seen that the competency variable has a positive and significant effect towards performance. This can be seen from the table of hypothesis test results with values of 0.497 and t-statistics of 5,574 in which the value of t-statistics is 5.574 greater than 1.96 (alpha 5%) with a significance value of $0.00 < 0.05$. With these results, hypothesis 4 (H4) stated that competency has a positive and significant effect towards performance is acceptable. This means that the higher the competency possessed, the higher the performance of Endek tie weaving craftsmen.

Testing the Effect of Creativity towards Performance

Based on the results of the analysis, it can be seen that the variable of creativity has a positive and significant influence on performance. This can be seen from the table of hypothesis test results with a value of 0.246 and t-statistics of 2.665 in which the value of t-statistics is 5.574 greater than 1.96 (alpha 5%) with a significance value of $0.008 < 0.05$. With these results, hypothesis 5 (H5) which stated that creativity has a positive and significant effect on performance is acceptable. This means that the higher the creativity possessed, the higher the performance of endek tie weaving craftsmen.

Table 7: The Total of Calculation results of Indirect Effect

| Hubungan Antar Variabel | Variabel Original Sample (O) | Sample Mean (M) | Standar Deviation (STDEV) | T Statistic (O/STDEV/) | P Value |
|---|------------------------------|-----------------|---------------------------|------------------------|---------|
| POS (X)-> Competency (Y1)-> Creativity (Y2)-> Performance (Z) | 0.448 | 0.449 | 0.083 | 5.408 | 0.000 |

Source: researcher analysis

Table 7 shows that perceived organizational support has an influence toward the performance of Endek tie weaving craftsmen through competence and creativity as intervening variables. This is indicated by the t-statistic of 5,408 > t-table 1.96 and the significance value is 0.000 < 0.05. The results of this test prove hypothesis 6 (H6), which stated that the perceived organizational support had a positive and significant effect towards performance through competence and creativity as an intervening variable could be accepted.

CONCLUSIONS

Based on the results of hypothesis testing as explained above, it can be concluded that the perceived organizational support has a positive and significant effect towards competence, creativity and performance of craftsmen, and the variables of competence and creativity are able to be mediators between perceived organizational support towards performance. To increase organizational support can be done by improving procedural justice, getting support from superiors and giving awards in the form of increasing salary. To increase the competence and creativity can be done by increasing knowledge and skills with regular training related to tie weaving techniques, coloring and making new designs / motifs for craftsmen thus they can improve their competence and creativity. By doing these, it is expected that the craftsmen will be able to improve their performance both in terms of quantity, woven quality, timeliness in weaving and the ability to cooperate. This study has various limitations, among others, the diversity of respondents' backgrounds both in terms of age and education allows diversity of perceptions and also answers for the asked question. The future researcher can develop and expand the scope of the discussion not only on the type of endek fabric business, but also can on other types of businesses such as to find out the influence of perceived organizational justice towards performance through competence and creativity as intervening variables. The researcher can then add several variables that are believed to have an influence towards performance.

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