

THE EFFECT OF COMPETENCY ON THE PROFESSIONALISM OF THE INTRAPRENEURS OF CIPUTRA UNIVERSITY WITH SENSE OF IKIGAI AS THE MODERATOR

Kho Jeanny Wibowo¹, Denny Bernardus²

Ciputra University Surabaya
INDONESIA

Emails: ¹khojeanny@gmail.com, ²denny@ciputra.ac.id

ABSTRACT

The aim of this research is to ascertain the effect of competency on intrapreneurs' professionalism, as well as to examine and to find out the effect of sense of Ikigai as the moderator which influences the competency relationship on intrapreneur professionalism. Quantitative approach is used in this research and Non-lecturers of Ciputra University who have a star intrapreneur training, are used as research subjects. A Questionnaire is used to collect the data with 60 respondents. This research uses SEM-PLS to analyze the data by using WarpPls software. The result of this research shows that competency does significantly affect the intrapreneur professionalism, but the sense of Ikigai does not moderate the relationship between competency and professionalism.

Key Word: Competency, Ikigai, Sense of Ikigai, Professionalism, WarpPLS

INTRODUCTION

Indonesia is the fourth most populous country in the world after China, India and USA. The number of employees in this country is also far higher compared to the number of entrepreneurs.

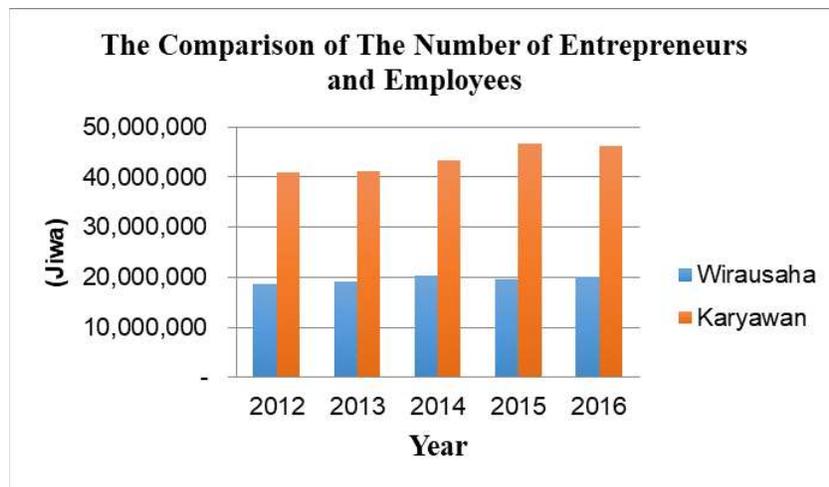


Figure 1. Comparison Chart of the Number of Entrepreneurs and Employees in Indonesia

Figure 1 indicates that most Indonesian people are more interested in becoming an employee rather than an entrepreneur. According to Indudewi (2015), this tendency is due to entrepreneur risks, which most citizens are not yet willing to take. By becoming an employee, no business risks need to be considered and there is no need to worry about not having an income. But the high level of interest of becoming an employee also causes competition and difficulties in maintaining (certain) positions. Therefore, an employee cannot just provide a mediocre performance or in the same level with others. He/she must have more prominent ability and competency compared with other employees.

Some Indonesian people still consider that the level of Education is the most important aspect in assessing the employees' competencies. But some researches have shown that this aspect is not the only one. According to Sofo (1999, p. 123 as quoted in Maelani, 2014), an employee's competency is a mix of skills, knowledge, and attitude. All three must be applied in order to achieve a standard of performance required by a company. If an employee has a high level of competency, it is therefore expected that this person will also give a better performance. The effective work of an employee is then reflected by the level of professionalism of that employee of him/herself.

An employee that has a high level of professionalism is expected to be able to do his/her work in an effective manner and to give the best result. If an employee has such high professionalism and is able to do his/her job beyond the company's expectations, this means that this employee can be called an intrapreneur. An intrapreneur also needs creativity in doing his/her job to produce new innovations. Amabile (1996 as quoted in Shalley, 2004) says, that an individual can be more creative when he/she experiences a high level of intrinsic motivation.

One of the tools to help the intrapreneurs finding this job intrinsic motivation is Ikigai. Ikigai is a philosophy from Okinawa, Japan, which means 'the meaning of life' (Kondo as quoted in Park, 2015). Ikigai consists of 8 aspects of forming, among others abilities, hobbies, passion, other people's needs, missions, anything that produces, vacation and profession. In daily lives, Ikigai is reflected through sense which emerge when that individual has a reason to live (Park, 2015). Therefore, an intrapreneur with Ikigai sense does not merely carry out his/her work. He/she will also make an attempt to keep and inspire the work. The intrapreneur will feel capable, glad and have a positive impact by doing his/her work.

Based on these conditions, the researcher wants to find out whether competency has an effect on work professionalism of intrapreneurs. Considering the aspects of comfort and happiness as the influence factors of performance and professionalism, the researcher will also examine the intrinsic motivation of the intrapreneurs of Ciputra University employees by using the sense of Ikigai.

LITERATURE REVIEW

Job competency is a characteristic of a person to see if he/she is able to give an effective or superior job performance (Boyatzis as quote in Abraham, 2001). Competency, according to Eicker et al. (2008), consists of experience, determination, expertise, conceptual power and intellectual analysis. While competency according to Lester (2004) is consisting of leadership, consumer orientation, organizational ability, firmness, cooperation capacity, communication ability and conflict management ability.

Professionalism is a reliability in conducting his/her duties to deliver high quality, punctuality, precision and with an easy-to-understand system (Siagian as quoted in Aisyah, 2015).

H1 : Competency has a positive effect on professionalism.

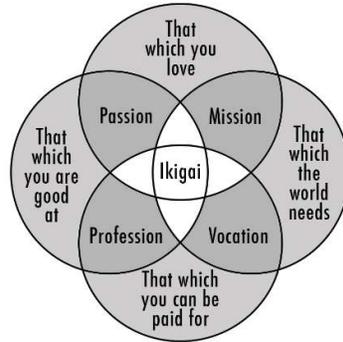


Figure 2. Ikigai

Ikigai is a concept originated from Okinawa, Japan which simply means ‘the meaning of life’ or ‘the life’s purpose’. Ikigai can help an individual find the intrinsic motivation. Ikigai is a sense of purpose and willingness, sensitivity to help others, and a reason of a person to live (Kondo as quoted in Park, 2015). Sense of Ikigai is a sense felt by an individual who has a reason to live (Park, 2015).

H2 : Sense of Ikigai has a moderation function; gives an effect of competency on professionalism.

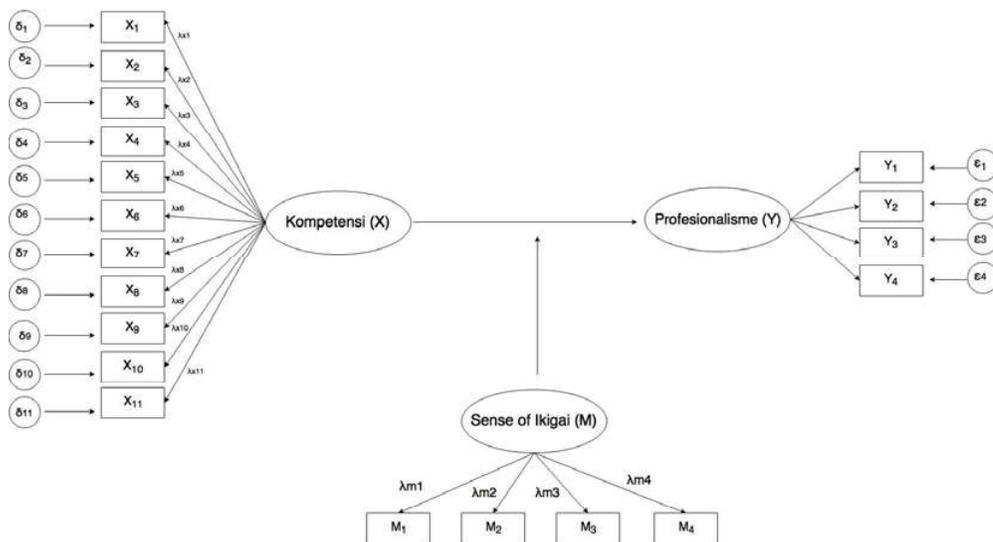


Figure 3. Analytical Model

Table 1. Operational Variables

Variables	Indicators	Sources
X. Competency (Reflective)	X ₁ Experience	Eicker et al. (2008)
	X ₂ Expertise	
	X ₃ Determination	
	X ₄ Conceptual Power and Intellectual Analysis	
	X ₅ Leadership	
	X ₆ Consumer Orientation	
	X ₇ Organizational Ability	
	X ₈ Firmness	
	X ₉ Cooperation Capacity	
	X ₁₀ Communication Ability	
	X ₁₁ Management Conflict Ability	
M. <i>Sense of</i> Ikigai (Formative)	M ₁ feels that he/she has a belief system that can lead his/her life	Park (2015)
	M ₂ feels that life's challenges are meaningful	
	M ₃ feels that what he/she has done is useful to others, to his/her family, or to the world	
	M ₄ feels that his/her family or other people believe that he/she can pull off important and meaningful matters for them	
Y. Professionalism (Reflective)	Y ₁ . Achievement Oriented	HCM of Ciputra University (2017) Rowland (2016)
	Y ₂ . Cost Effectiveness	
	Y ₃ . Standard Oriented	
	Y ₄ . Responsibility	

RESEARCH METHODS

This research uses quantitative approach in order to find out the role of competency on intrapreneurs' professionalism with Ikigai as the moderator. The population used in this research are all (intrapreneur) employees of Ciputra University who are directly in contact with the consumers or students. There are 60 respondents as samples which its determination is by using purposive sampling.

The sample criteria among others: Non-lecturers intrapreneurs who actively work in departments at Ciputra University, Surabaya and has had star intrapreneur training. Indicators used in this research are taken from previous researches by using the 5 points likert scale to measure the responses of the respondents in every statement. The following is information related to samples: 40% male and 60% female; age of respondents: 10% of 21–26 years old, 30% 26–30 years old, 20% of 31–35 years old, 21.67% of 36–40 years old, 13.33% of 41–45 years old, and 5% of 45 years old and above; education levels of respondents: 21.67% are senior high school graduates, 1.67% with diploma degree, 56.67% with bachelor degree, 18.33% with master degree, and 1.67% with doctoral degree; years of service of respondents: 1–2 years at 21.67%, 3–4 years at 15%, 5–6 years at 18.33%, 7–8 years at 10%, 9–10 years at 31.67%, and more than 10 years at 3.33%. The respondents are consisting of 14 departments, that are: BAA, BMA, Secretariat, Library, LPP, PM, Business Incubator, Finance, Academic Support, SEH, MNA, LPM, HCM, ICT.

This research is using partial least square analysis technique with WarpPls software. The validity and reliability tests have been done for all indicators. After the convergent validity test, some of indicators do not fulfill the requirement of loading factor $\geq 0,5$ value and $< 0,05$ p-value so are then eliminated in this research. Variables X, Y, M all resulted in a construct value of $> 0,50$. This shows that there are no convergent validity problems on the tested model. All variables that are qualified for discriminant validity for AVE square root are bigger than the correlation of each construct.

The determination of model's reliability is using two measurements that are composite reliability and Cronbach alpha. Composite reliability is used to test the consistency in the measurement of every variable. All reliability and Cronbach alpha values of every variable have a $\geq 0,7$ value and can be stated that the measurement used in this research is reliable.

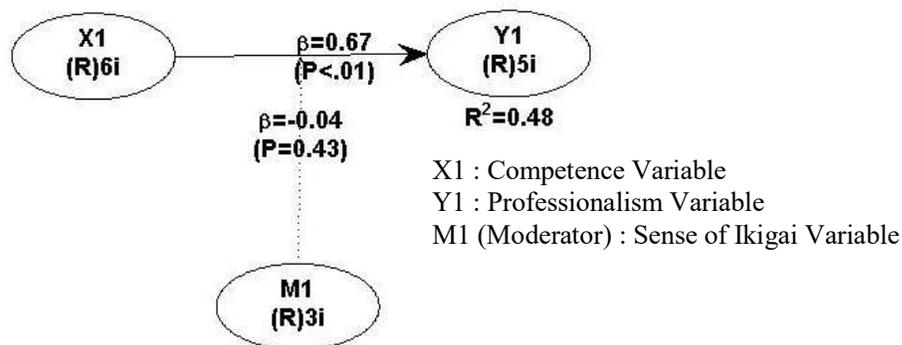


Figure 4. Result of Data Analysis.

Figure 4 above shows that the path coefficient value of X variable (competency) affects the Y variable (professionalism) as much as 0.673. In linear analysis, this means that 1 standard deviation of variable X (competency) is resulting a standard deviation of Y variable (professionalism) as much as 0.673. The inner model measurement requires the same or smaller p-value path coefficient value to 0.05 (≤ 0.05) to be stated as significant. The calculation of p-value path coefficient shows $p < 0.001$ which means the competency variable has a significant effect on professionalism variable. While the path coefficient value of the moderator is only at 0.043 that indicates a very small value and the p-value path coefficient value of the moderator shows $p = 0.430$. Therefore, because the > 0.05 p-value, the effect of moderator is insignificant.

The result shows that the sense of Ikigai is not the right moderator variable for competency and professionalism. Solimun (2011) explains that this insignificant moderator variable has changed in function to be a predictor (exogenous variable). The result of data analysis shows, that Hypothesis 1 in this research, is accepted due to its value of path coefficient of the competency variable on professionalism variable is at 0.673 and has a < 0.001 p-value, which means the competency has a positive and significant effect on intrapreneurs' professionalism of Ciputral University. This result is in accordance with the theory put forward by Boyatzis as quoted in Abraham (2001) that job competency is a characteristic of a person who can give an effective and superior job. The result is also in accordance with Saengchot (2016) which states that competency owned by a worker affects his/her level of professionalism. The fulfillment of hypothesis 1 indicates that if an intrapreneur has an optimal competency, the reflected level of professionalism will also rise.

The result of data analysis shows that hypothesis 2 is not supported in this research. The hypothesis cannot be accepted because the path coefficient value of sense of Ikigai moderator, is -0.043 and the p-value path coefficient 0.430 which is not in accordance with the terms of <0.05 p-value. This result means that sense of Ikigai does not moderately affect the relation between competency and professionalism. Solimun (2011) explains that if hypothesis 1 either has a significant result of not, but the hypothesis 2 has an insignificant result, the moderator variable can change its function to be a predictor (independent or exogenous variable). Predictor variable is an independent variable that can affect or become the cause of the change or emergence of dependent variable. Based on this result, sense of Ikigai can be a predictor variable which in the future can be examined to see its effect on professionalism or as an intervening variable between competency and professionalism.

CONCLUSION

Based on the result and the elaboration of this research, the conclusions are as the followings:

1. Competency has a significant effect on intrapreneurs' professionalism, consequently the first hypothesis is accepted.
2. Sense of Ikigai does not moderate the relation between competency and professionalism, consequently the second hypothesis is not accepted.

Based on the findings in this research, there are some advices or suggestions for further research:

1. To do further research with a different method, samples and settings and may use a qualitative approach in order to easily introduce Ikigai and for the respondents to clearly understand the new variable. Hence, a clear answer can be obtained from the respondents.
2. There are not many researches discussing about Ikigai and sense of Ikigai. Therefore, further research must find and have prepotent references about Ikigai and sense of Ikigai theories.

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