

Research Article

Estimate the Job Satisfaction and Employee Performance of Government Secretariat: Study in Pidie Jaya

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Abstract: This research is conducted to describe the effect competency, organizational commitment, and workload on job satisfaction and its impact on employee performance. The object is the Government Secretariat of Pidie Jaya. Population is all employee in the organization as much as 159 people, and the sampling technique used is a census, which means that takes all population. Questionnaires is used to obtain data about the dimensions of the constructs that are being developed in this study. Data is analyzed using Structural Equation Model (SEM) with AMOS software. The result shows that competence effects job satisfaction significantly, Organizational commitment effects the job satisfaction significantly, workload effects the job satisfaction significantly, job satisfaction effects employee performance significantly, competence effects employee performance significantly, Organizational commitment effects employee performance significantly, workload effects employee performance significantly. The originality of this research lies in the integration of models from the previous theories with SEM as a statistical method to test the causality of the variables. The findings contribute to academic area that are to enrich the knowledge related to the variables and being a new premise to update the theories. These also contribute to practical managers especially to the organization, as reference to take further actions related to both policies and implementation.

Keywords: competence, Organizational Commitment, workload, job satisfaction and employee performance.

I. INTRODUCTION

Pidie Jaya is one of the new districts in Aceh Province, so that the performance generated by the civil service (ASN). With the existence of these duties and functions, of course the performance of the apparatus is highly expected by the organization in realizing the organization's goals, namely providing services to the community. The tasks and functions of Secretariat are to compile an annual program in the field of government and community service in accordance with the applicable provisions. Besides that, all its employees have been provided with knowledge relating to governance and community service, so that each secretariat employee has basic competence regarding government administration and community service.

The performance of Secretariat of Pidie Jaya is still a problem in the community. This is because there are still many people who feel that the services provided by the district apparatus to its citizens are still unable to provide satisfaction to the community. According to (Rivai and

Sagala, 2014) performance is a view of the situation as a whole, is a result or achievement that is influenced by the operational activities of the organization in utilizing its resources. Performance is a general term used for some or all actions or activities of an organization in a period with reference to a number of standards such as past or projected costs, on the basis of efficiency, and accountability or management accountability. employee performance can be known or assessed based on technical abilities at work, so that employees will have experience and training before working. Performance is also the result of work achieved by a person in carrying out the tasks assigned to him based on skill, ability, experience, and time. Performance is also the result or level of overall success of a person during a certain period in carrying out the task compared with the standard work, targets or targets or criteria that have been determined in advance and have been mutually agreed upon. Performance does not stand alone but is related to job satisfaction influenced by competence, abilities and individual traits. In other words,

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performance is determined by ability, desire and environment. Therefore, in order to have good performance, one must have a high desire to do and know the work and can be improved if there is a match between work and ability.

In order to improve employee performance, authors indicate there are several factors that can influence it, including the job satisfaction. Job satisfaction referred to in this study is the emotional feeling felt by employees when carrying out their main duties and functions, as well as the satisfaction in establishing relationships among colleagues in the office as well as establishing harmonious relationships between leaders and subordinates and subordinates with the leadership. The low achievement of employee performance is caused by job satisfaction factors felt by employees. Job satisfaction is one of the topics that is often discussed among corporate and management psychologists. This can be seen by several indicators such as employees feeling happy while working, then there is mutual respect between colleagues and the attitude shown by the leadership to each employee and the ability of employees to overcome boredom at work. According to (Masrukhin and Waridin, 2006) job satisfaction of an individual depends on individual characteristics and job situations. Each individual will have a different level of job satisfaction in accordance with the interests and expectations of these individuals so that the level of satisfaction felt higher, and vice versa. Meanwhile, according to (Davis and Newstrom, 1993) argues that job satisfaction is the favorability or unfavorability with employees view their work. According to (Daft and Marcic, 2008), the human element plays an important role in the process of a job, he states that no matter how perfect the plans, organizations, and supervision and research, if they cannot carry out their duties with interest and joy then an organization will not achieve as much results as it actually can. Basically job satisfaction is individual, each individual will have a different level of satisfaction in accordance with the values that apply to him. This is due to the differences in each of these individuals, the more aspects of work that are in accordance with the desires of the individual, the higher the level of satisfaction obtained, and will get a low level of satisfaction if something happens otherwise.

Performance also can be determined by competence, commitment and workload. Work involvement among employees raises gaps because there are employees who get duties and responsibilities with various awards received, so that employees who are not involved in the work do not get awards. The workload becomes heavy because the employee's qualifications are not yet fully in accordance with the specifics of the position he is holding so that it has an impact on late completion of work. Competence is a basic characteristic of a person that enables them to excel superior performance in their work. According to Trotter in (Hasan, 2006) defines that a competent person is a person with the skills to do work easily, quickly, intuitively and very rarely or never makes

mistakes. Boyatzis in (Thoha and Hutapea, 2008) competence is the capacity that exists in someone who can make that person able to fulfill what is required by work in an organization so that the organization is able to achieve the expected results. Webster's Ninth New Collegiate Dictionary in (Lastanti, 2014) defines competence as the skills of an expert. Where an expert is defined as someone who has a certain level of skill or high knowledge in a particular subject gained from training and experience. According to (Yousefi, Taherkhani and Ghardashkhani, 2014) competency is defined as a trait or characteristic required by a position holder to be able to carry out the position well, or it can also mean the characteristics of someone who are easily seen including knowledge, skills, and behaviors that make it possible to perform. The commitment of employees in this organization is still low, especially in carrying out their duties and functions. This can be seen from the lack of employee understanding of organizational values, especially in achieving organizational goals. Then there are still employees who are more concerned with self-service compared to devotion to other organizations and have less willingness to achieve organizational goals. Organizational Commitment is the degree to which an employee sided with a particular organization and its goals, and intends to maintain membership in that organization (Robbins and Judge, 2008). In addition (Amilin and Dewi, 2008) stated that organizational commitment is employee loyalty to the organization, willingness and willingness to try to be part of the organization, as well as the desire to survive in the organization. The concept of employee commitment to this organization gets the attention of the leadership and organizational behavior experts, which is expected to exist in every employee. Work commitment is a condition that is felt by employees that can lead to strong positive behaviors towards the work organization they have. (Mowday, Porter and Steers, 2013) defines employee commitment as a relative strength of individual identification and involvement with work organizations. While (Luthans, 2012) views employee commitment as a value orientation to work which shows that individuals are very concerned about their work, work provides life satisfaction, and work gives status to individuals.

According to (Haryanto, 2014) workload is the number of activities that must be completed by a person or group of people during a certain period of time under normal circumstances. Whereas according to the Minister of Home Affairs Regulation No. 12 of 2008, workload is the amount of work that must be borne by a position or organizational unit and is the product of work volume and time norms. (Wibowo, 2016) states that in organizing government, development and community services, it requires high ability and proficiency (professionalism) with several requirements. Therefore, state administration can be categorized as a profession, where not everyone can

carry out state administration, except for people with a higher education background, and have adequate experience, skills, skills and expertise. Similarly (Simanjuntak, 2011) states that human resources play a very important role in increasing productivity. This is because the means of production and technology are

essentially the work of humans. Thus, the definition of workload analysis (Workload Analysis) is a process of analyzing the time spent by a person or group of people in completing the tasks of a job (position) or group position (work unit) carried out under normal conditions / conditions.

From The Discussion Above, The Research Model And Hypothesis That Can Be Formulated As Follows.

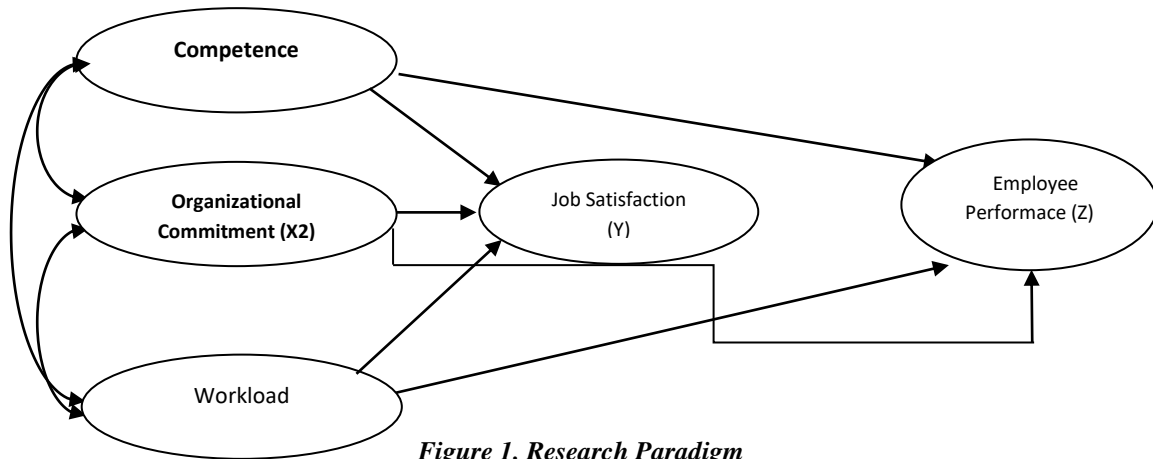


Figure 1. Research Paradigm

- H1= competence effects job satisfaction significantly;
- H2= organizational commitment effects the job satisfaction significantly;
- H3= workload effects the job satisfaction significantly;
- H4= job satisfaction effects employee performance significantly;
- H5= competence effects employee performance significantly;
- H6= organizational commitment effects employee performance significantly;
- H7= workload effects employee performance significantly

II. METHOD

The location of this research is at the Secretariat of Pidie Jaya Regency. The Population is all employee in the organization as much as 159 people, and the sampling technique used is a census, which means that takes all population that is 159 respondents. Questionnaires is used to obtain primary data about the dimensions of the constructs that are being developed in this study. Data is analyzed using Structural Equation Model (SEM) with AMOS software. SEM is able to enter latent variables into the analysis. Latent variables are unobserved concepts that are approximated by observed or measured variables obtained by respondents through data collection methods (surveys,

tests, observations) and are often called manifest variables (Ghozali, 2018).

The authors build constructs based on the previous theories to measure each variable, that are : 1. employee performance : quality, quantity, supervision, presence, independence, work commitment; 2. job satisfaction : happiness, relationships among colleagues, relationships with leaders, overcoming burnout, and respect; 3. competence : level of knowledge, ability to work, communication skills, skills to complete the work, mastery of information technology, and togetherness attitude; 4. organizational commitment : dedication, improve performance, high will, and work targets; 5. workload : difficulty level, overtime, responsibility, unsuitable work, and conditions of work.

III. RESULT

The next analysis is a full model Structural Equation Model (SEM) analysis, after an analysis of the uni dimensionality level of the indicators forming latent variables tested with confirmatory factor analysis. Analysis of the full SEM model stage is carried out by conducting the suitability test and statistical test. The results of data processing for the full SEM model analysis are shown in Figure 2.

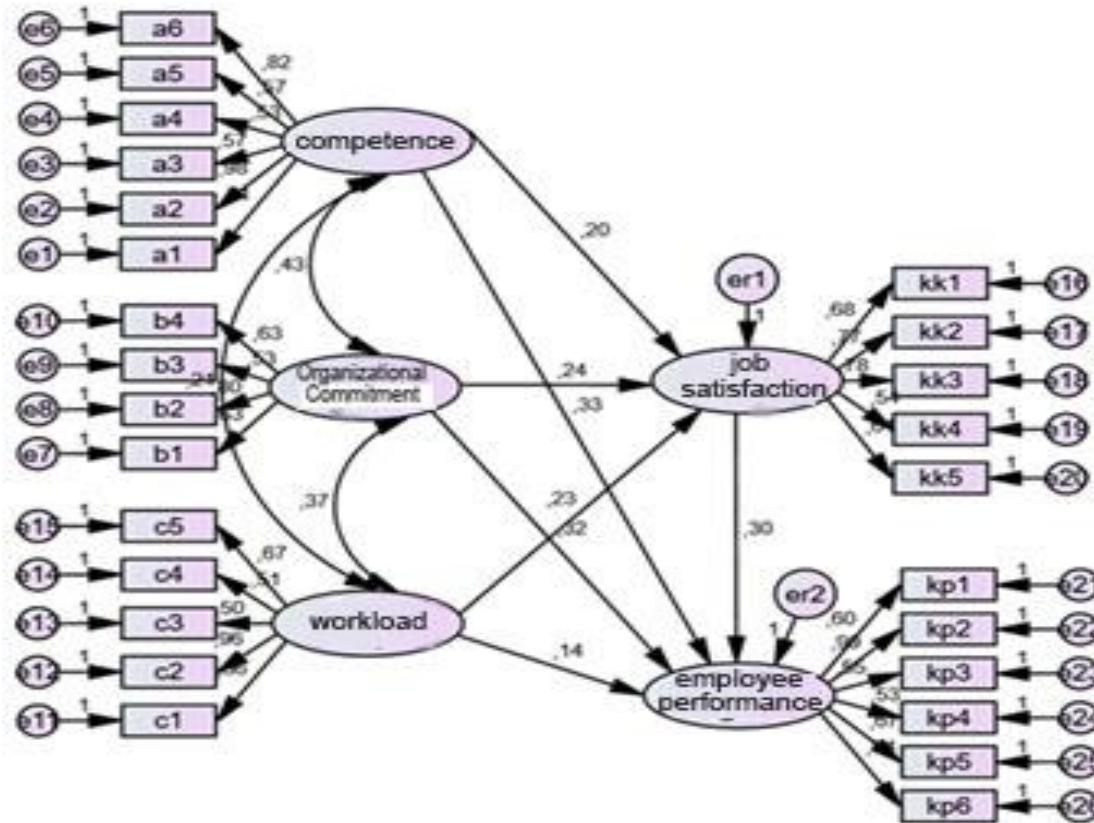


Figure 2. Structural Equation Model (SEM) Test Result

After all assumptions can be fulfilled, then hypothesis test is carried out. Testing the 7 hypotheses is based on the value of the Critical

Ratio (CR) of a causal relationship from the results of SEM processing as in table 1 below.

Table 1. Regression Weight Regression Weight Structural Equation Model

		Standardized Regression	C.R	P
Job Satisfaction	<--- Competence	0.203	9.733	***
Job Satisfaction	<--- Organizational Commitment	0.242	7.951	***
Job Satisfaction	<--- Workload	0.236	7.367	***
Employee Performance	<--- Job Satisfaction	0.303	8.235	***
Employee Performance	<--- Competence	0.330	8.763	***
Employee Performance	<--- Organizational Commitment	0.321	5.795	***
Employee Performance	<--- Workload	0.148	6.525	***

Source: Primary Data (Processed), (2019)

Hypothesis test result is shown in table 1. It uses the analysis of the Critical Ratio (CR) value and Probability (P) value as a result, compared with the statistically required limits, which are above 1.97 for CR value and below 0.05 for P value. The analysis of each hypothesis is explained as follows.

H1 (accepted) : The effect of competence on job satisfaction

The effect of competence on employee job satisfaction is obtained by the estimated critical ratio (CR) parameter value of 9.733 and with a probability of 0.000. Thus the CR value is greater than the table value that is equal to 1.97 and the probability is smaller than 0.05.

H2 (accepted) : The effect of organizational commitment on job satisfaction

The effect of organizational commitment on job satisfaction is obtained by the estimated critical ratio (CR) parameter value of 7.951 which is greater than the table of 1.97 and the probability is smaller than 0.05. Thus it can be concluded that organizational commitment has an effect on increasing employee job satisfaction.

H3 (accepted) : The effect of workload on job satisfaction

The effect of workload on employee job satisfaction is obtained by the estimated critical ratio (CR) parameter value of 7.367 which is greater than the value of t table 1.97 and the probability is smaller than 0.05. Thus it can be concluded that the workload given to employees will have an effect on increasing the job satisfaction of employees.

H4 (accepted) : The effect of job satisfaction on employee performance

The effect of job satisfaction on employee performance is obtained by the estimated critical ratio (CR) parameter value of 8.235 which is greater than the table value of 1.97 and the probability is smaller than 0.05. Thus it can be concluded that employee job satisfaction affects employee performance.

H5 (accepted) : The effect of competence on employee performance

The effect of competence on employee performance is obtained the estimated critical ratio (CR) parameter value of 8,763 which is greater than the ttable value of 1.97 and the probability is smaller than 0.05. Thus it can be concluded that competence effects employee performance.

H6 (accepted) : The effect of organizational commitment on employee performance

The effect of organizational commitment on employee performance is obtained the estimated critical ratio (CR) parameter value of 5.795 which is greater than the value of t table of 1.97 and the probability is smaller than 0.05. Thus it can be concluded that organizational commitment has an influence on improving the performance of the staff of the Secretariat in Pidie Jaya Regency.

H7 (accepted) : The effect of workload on employee performance

The effect of workload on employee performance is obtained the estimated critical ratio (CR) parameter value of 6.525 which is greater than the ttable value of 1.97 and the probability is smaller than 0.05. Thus it can be concluded that the workload given or received by employees has an influence on improving employee performance.

From the findings we can see all the tests are verified that the causality tests of the variables have relationships. This also can be a unique reference as this object is a government organization which has a bureaucratic type of organization. These findings also imply the variables are the important things in creating high performance of employee in Secretariat of Pidie Jaya.

IV. CONCLUSIONS

The result shows that competence effects job satisfaction significantly, Organizational commitment effects the job satisfaction significantly, workload effects the job satisfaction significantly, job satisfaction effects employee performance significantly, competence effects employee performance significantly, Organizational commitment effects employee performance significantly, workload effects employee performance significantly. The originality lies in the integration of the previous research models and verifying it with SEM, with a new time and a new object. The limitation lies in the number of variables and object. The findings contribute to academic area that are to enrich the knowledge related to the variables and being a new premise to update the theories. These also contribute to practical managers especially to the organization, as reference to take further actions related to both policies and implementation.

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